

**Minutes of the Board of Commissioners  
Multnomah County, Oregon  
Held at: McMenamins Kennedy School  
5736 NE 33<sup>rd</sup> Avenue, Portland, Oregon  
Monday, September 29, 2014**

**BOARD RETREAT**

Chair Deborah Kafoury called the meeting to order at 9:21 a.m. with Vice-Chair Diane McKeel and Commissioners Jules Bailey, Loretta Smith and Judy Shiprack present. The Board recessed at 10:09 a.m. and reconvened at 10:15 a.m. They recessed again at 12:01 p.m. and reconvened at 12:07 p.m.

Facilitator: Alanna Hein, Hein Consulting Group.

Guests: Dr. Joe Martinez, Professor, Lewis & Clark College & Jenny Madkour, County Attorney, Multnomah County.

Also attending were Lynda Grow, Board Clerk; Marina Baker, Assistant Board Clerk; Nancy Bennett, Chair's Chief of Staff (COS); Megan Beyer, District 1 COS; Gary Chenault, District 2 COS; Matthew Lashua, District 3 COS; & Eric Zimmerman, District 4 COS.

Chair Kafoury: GOOD MORNING. THANK YOU ALL FOR COMING. I APOLOGIZE FOR MY TARDINESS, BUT, YOU KNOW, I EXCEL AT SO MANY THINGS, BUT ARRIVING ON TIME IS JUST NOT ONE OF THEM. [LAUGHTER]

Commissioner Shiprack: EVERYBODY HAS SOMETHING LIKE THAT.

Chair Kafoury: IT'S HARD TO BE PERFECT IN EVERY AREA. [LAUGHTER] I'M REALLY EXCITED ABOUT US ALL COMING TOGETHER THIS MORNING. IT'S BEEN A YEAR OF CHANGE AND UNCERTAINTY AND I AM REALLY EXCITED ABOUT OUR OPPORTUNITIES TOGETHER AS A COMMISSION, BUT I KNOW THAT WE -- I JUST FELT LIKE WE REALLY NEEDED A CHANCE TO COME TOGETHER AND BOND AS A TEAM AND ALSO TO TALK THROUGH SOME ISSUES THAT PEOPLE MAY HAVE ON THEIR MINDS. REALLY LEARN ABOUT HOW IT IS THAT WE WORK TOGETHER IN THE BEST WAY POSSIBLE. WE ALL HAVE OUR INDIVIDUAL STYLES AND OUR AREAS OF EXPERTISE, AND THE MORE WE CAN TALK ABOUT THOSE AND BE OPEN AND UP FRONT ABOUT THOSE AND LAY THINGS ON THE TABLE, IS REALLY HELPFUL. I KNOW, SINCE I STARTED NEARLY FOUR MONTHS AGO, I MADE A FEW MISTAKES, AS WE ALL DO, AND SO I FIGURE THE MORE WE CAN TALK ABOUT HOW WE COMMUNICATE WITH EACH OTHER, WHAT WE LIKE TO -- DO WE TALK TO EACH OTHER, HOW EACH PERSON PROCESSES INFORMATION -- [INAUDIBLE]. I JUST WANT TO SHARE A FEW THINGS, JUST HAVE A FEW THINGS FOR ME MOVING

FORWARD THAT I THINK YOU ALL SHOULD KNOW. ONE IS THAT I REALLY FEEL THAT MY STAFF IS THERE TO SUPPORT ALL OF YOU. I REMEMBER WHAT IT'S LIKE TO BE A COMMISSIONER. AND I KNOW THAT WHEN THE CHAIR -- THERE IS -- I THINK THERE IS JUST AN INHERENT TENSION BETWEEN THE CHAIR AND THE COMMISSIONERS, AND I KNOW THAT WHEN THE COMMISSIONERS OFFICES HAVE THREE STAFF AND THE CHAIR'S OFFICE SEEMS TO HAVE ENDLESS STAFF THAT CAN BE PART OF IT. I WANT YOU TO KNOW THAT MY STAFF IS HERE TO HELP YOU. IF YOUR STAFF IS WORKING HARD ON AN ISSUE, MY STAFF -- I VIEW THEM AS WORKING FOR THE ENTIRE COUNTY, NOT JUST FOR ME. USE THEIR SERVICES AND TAKE ADVANTAGE OF THEM. I ALSO DON'T BELIEVE THAT THE COUNTY STAFF ARE -- I THINK THAT THEY WORK FOR ALL OF US, AND I DON'T FEEL THAT YOU SHOULDN'T HAVE ACCESS TO DEPARTMENT DIRECTORS AND DEPARTMENT STAFF, BECAUSE, AGAIN, I KNOW WHAT IT'S LIKE TO BE ON THE OTHER END OF THAT AND BE A COMMISSIONER AND TRY TO GET INFORMATION. THEY SAY WELL, WE HAVE TO ASK THE CHAIR FIRST. IT'S NOT TRUE. I DIDN'T TELL THEM THEY HAVE TO ASK ME FIRST. KNOW THAT YOU SHOULD BE ABLE TO GET THE INFORMATION YOU NEED FROM THE DEPARTMENT STAFF. I DO TAKE TO HEART THE, SAY THAT I SAID ALL OF THE TIME ON THE CAMPAIGN TRAIL, MY MOTHER TAUGHT ME, IT IS AMAZING HOW MUCH YOU CAN GET DONE IF YOU DON'T CARE WHO TAKES THE CREDIT. I'M NOT ALL ABOUT ME AND PUSHING MY NAME FORWARD AND I NEVER HAVE BEEN AND NEVER WILL BE. I'M ABOUT GETTING MULTNOMAH COUNTY TO THE PLACE IT IS THE BEST IT CAN BE AND I THINK THAT IS ONLY POSSIBLE IF EACH ONE OF US IS WORKING TO THE BEST OF OUR ABILITY, TO THE TOP OF OUR --

Commissioner Smith: LICENSE.

Chair Kafoury: LICENSE, EXACTLY -- WORKING AT THE TOP OF OUR LICENSE. LET ME KNOW. PLEASE BE FRANK AND HONEST AND OPEN WITH ME ABOUT WAYS THAT YOU THINK THAT THE COUNTY CAN DO A BETTER JOB, WAYS THAT I CAN DO A BETTER JOB WORKING WITH YOU AND I'M EXCITED TO SPEND SOME TIME TOGETHER THIS MORNING WITHOUT THE PRESSURES OF THE PHONES RINGING AND PEOPLE KNOCKING ON OUR DOORS TO TALK ABOUT WHAT WE HOPE TO SEE IN THE NEXT YEAR MOVING FORWARD. SO, THANK YOU.

Commissioner Bailey: THANKS FOR ORGANIZING THIS.

Commissioner Smith: YEAH. THANK YOU.

Commissioner Shiprack: I WANT TO MOVE TO HERE -- I LIKE THIS. I LIKE FRUIT FOR BREAKFAST AND A COZY ATMOSPHERE -- [LAUGHTER] I THINK WE CAN MAKE THIS WORK.

Ms. Hein: SO, I WANT TO -- I'M SORRY.

Commissioner Smith: I WAS THINKING ABOUT THIS ON THE PLANE HOME LAST NIGHT. AND I HAVE TO TELL YOU ONE THING THAT IS REALLY, REALLY BOTHERING ME, CHAIR --

Chair Kafoury: YEAH.

Commissioner Smith: MY WEB SITE IS HORRIBLE.

Chair Kafoury: OKAY.

Commissioner Smith: AND LET ME TELL YOU WHAT HAPPENED. IT HAS BEEN HORRIBLE FOR OVER A YEAR. WHEN COMMUNICATIONS AND IT CHANGED OUR STAFF OVER, IT JUST CAME TO ME AND WHY IT IRRITATED ME SO, I HAD REFERRED A COUPLE OF PEOPLE TO MY WEB SITE, BECAUSE YOU KNOW MY MIND IS JUST -- THE SHORT-TERM MEMORY IS --

Chair Kafoury: YEAH.

Commissioner Smith: I DON'T KNOW WHAT IT IS, BUT I'M STILL THINKING ABOUT MY OLD WEB SITE, AND I HAVE REFERRED SOMEONE TO MY WEB SITE TO GET SOMETHING, AND IT IS LIKE I CAN'T SEE IT. I SAID NO -- I GO TO MY WEB SITE. I GO, GOD, IT IS THIS THING IS HERE. AND I HATE MY WEB SITE. AND IT HAS OLD NEWS, IT'S NOT -- IT IS HORRIBLE. EVERYTHING THAT I HAD ON -- I DON'T HAVE A BIO. I HAVE A -- EVERYBODY -- ALL YOU ALL HAVE A FACE PICTURE AND YOUR BIO. I HAVE A PICTURE OF ME AND THREE KIDS AS MY MAIN PICTURE. WHICH IS RIDICULOUS. PUT BACK MY OTHER BEAUTIFUL PICTURE UP THERE, AND MY BIO. I MEAN, I DON'T KNOW WHAT MADE COMMUNICATIONS OR I.T. JUST SCRAMBLE UP -- AND THEN I LOOK AT YOURS. YOURS IS GREAT. IT'S WONDERFUL. IT IS IN TIME. IT IS IN REAL TIME. I HAVE GOT STUCK IN 2011, AND THE NEXT THING IT SAYS 2013. IT IS SO WRONG ON MANY LEVELS. I CAN'T EVEN TALK TO DAVE AUSTIN ABOUT IT.

Ms. Hein: I PUT THIS IN THE PARKING LOT.

Commissioner Smith: PERFECT.

Ms. Hein: CAN I TAKE THIS -- A BRIEF GUIDED TOUR OF WHAT WE HOPE TO DO TODAY. I THINK YOU'VE ALL SEEN THE DRAFT OF THE AGENDA. THERE AREN'T GOING TO BE ANY SURPRISES. IN A MOMENT, I'M GOING TO ASK YOU ALL TO TALK ABOUT SIX POINTS. TWO AREAS WHERE YOU HAVE DEEP KNOWLEDGE, AND THE IDEA ABOUT THAT IS THAT SO THAT YOU CAN BUILD ON ASKING EACH OTHER QUESTIONS USING EACH OTHER AS RESOURCES. TWO AREAS

THAT ARE OF INTEREST TO YOU. SO KIND OF YOU KNOW, COMMISSIONER, IF YOU HEAR SOMETHING ABOUT THIS, I WOULD LIKE TO KNOW. IF YOU READ A GOOD ARTICLE ABOUT IT, A MEETING ABOUT IT, THIS IS THE KIND OF THING. TWO AREAS OF DEEP INTEREST AND TWO OF YOUR GOALS FOR THE YEAR. I KNOW THAT ALL OF YOU HAVE MANY GOALS FOR THE YEAR, BUT TWO THINGS THAT ARE RISING TO THE TOP FOR YOU RIGHT NOW. WE ARE GOING TO GO THROUGH THAT IN A MOMENT. NEXT TOPIC IS DECORUM AND HOW YOU WANT TO SEE MEETINGS HANDLED. YOU KNOW, THIS IS A NEW GROUP, AND THERE ARE SOME THINGS THAT WILL WORK FOR YOU BETTER THAN OTHERS. ALL OF YOU HAVE MANY -- I WAS TRYING TO ADD IT UP. I FIGURED WELL OVER 100 YEARS OF PUBLIC SERVICE AROUND THIS TABLE. AND THEN I GOT --

Commissioner McKeel: WOW.

Commissioner Bailey: MAYBE YOU SHOULDN'T HAVE ADDED THAT. [LAUGHTER]

Ms. Hein: SO, THE THINGS THAT YOU HAVE FOUND OVER THE YEARS THAT REALLY WORK, IN THIS BODY, IN OTHER BODIES, THIS IS AN INVITATION TO KIND OF HAVE A CONVERSATION ABOUT DECORUM. AFTER A BREAK WE WILL HAVE A DISCUSSION WITH DR. JOE MARTINEZ, PROFESSOR AT LEWIS AND CLARK. HE WILL JOIN US AND HE HAS INTERESTING STUFF TO BRING UP AND DISCUSS WITH YOU ALL. JUST THINGS TO THINK ABOUT IN TERMS OF ETHICS AND TRANSPARENCY AND THEN WE'RE GOING TO HAVE A PRESENTATION BY JENNY MADKOUR, THE COUNTY ATTORNEY, TALKING ABOUT THE NUTS AND BOLTS OF WHAT RECORDS YOU HAVE TO KEEP AND PUBLIC MEETINGS LAW. PROBABLY STUFF YOU HAVE ALL HEARD BEFORE BUT THE KIND OF THING THAT BEARS REPEATING. THE BULK OF OUR CONVERSATION TODAY IS GOING TO BE AROUND COMMUNICATIONS, WHAT CHAIR KAFOURY WAS TALKING ABOUT, WHAT DO YOU KNOW ABOUT WHEN COMMUNICATION GOES WELL. WHAT WORKS FOR YOU PERSONALLY. SOME PEOPLE LIKE TEXTS. SOME PEOPLE DON'T LOOK AT TEXTS. SOME LIKE EMAILS, SOME PREFER FACE-TO-FACE. AND HOW YOU WORK WITH THE STAFF AND, YOU KNOW, WHEN THERE ARE TENSIONS THAT ARISE -- MOST GROUPS MAKE AGREEMENTS ABOUT THOSE KINDS OF THINGS. WHEN WE MAKE THE AGREEMENTS UP FRONT, WHEN THINGS COME UP, IT'S EASY. WE'RE DOING THIS GO SLOW TO GO FAST TO ACTUALLY HAVE THE CONVERSATION NOW. WHEN THINGS COME UP, YOU HAVE A PATH TO WORKING EFFECTIVELY TOGETHER. I WANTED TO GIVE YOU A LITTLE BIT OF TIME, CHAIR KAFOURY WAS TALKING ABOUT HER LEADERSHIP STYLE. AFTER THE COMMUNICATION CONVERSATION, FOR EACH OF YOU TO TALK A LITTLE ABOUT YOUR OWN LEADERSHIP STYLE AND HOW YOU SEE YOURSELVES AS LEADERS AS A COMMISSIONER. WE'RE GOING TO REVISIT THE MISSION VISION VALUES BECAUSE THAT IS SOMETHING THAT YOU ALL WITH THE EXCEPTION OF COMMISSIONER BAILEY VOTED ON A COUPLE OF YEARS AGO. TAKE A LOOK AT THAT. ALL OF YOU WHEN I CHECKED IN WITH YOU FEEL OKAY ABOUT THEM. WHAT IS NEXT WITH THAT?

WHAT DO YOU WANT TO DO WITH THAT DOCUMENT AND THOSE THOUGHTS? WE WILL HAVE TIMES FOR NEXT STEPS AND A CLOSING BY THE CHAIR. AND THE OPPORTUNITY REALLY TO DO, TO KIND OF LAY THINGS DOWN, HOW YOU WANT THINGS TO OPERATE FOR THE NEXT COUPLE OF YEARS. WHAT WOULD YOU LIKE TO SEE? HOW CAN YOU HELP EACH OTHER SUPPORT EACH OTHER TO KIND OF BRING YOUR BEST LEADERSHIP SELVES INTO THE WORK YOU'RE DOING FOR THE COUNTY. DOES THAT MAKE SENSE WHAT EVERYBODY WAS EXPECTING? GREAT. OKAY. SO, I WOULD LIKE TO START, IF YOU'RE WILLING, WITH A ROUND-TABLE OF THESE SIX ITEMS. TWO AREAS OF DEEP KNOWLEDGE, TWO AREAS OF INTEREST, AND TWO GOALS THAT YOU HAVE. I WILL KEEP TRACK OF THEM UP HERE ALSO I AM GOING TO KEEP TRACK OF THE TIME BECAUSE THAT'S WHAT FACILITATORS DO. SO, IS THERE SOMEBODY WHO WOULD LIKE TO START?

Commissioner McKeel: I HAVE A QUESTION.

Ms. Hein: GREAT. OF COURSE.

Vice-Chair McKeel: WHAT DO YOU MEAN BY AREAS OF DEEP KNOWLEDGE? DO YOU MEAN WITHIN OUR COUNTY WORK OR IN OUR LIFE IN GENERAL? THOSE WOULD BE TWO DIFFERENT ANSWERS.

Ms. Hein: YOU COULD DO EITHER ONE. IF THERE IS SOMETHING THAT YOU REALLY -- YOU HAVE A GREAT DEPTH OF EXPERIENCE IN AND YOU THINK IT WOULD SERVE THE COMMISSIONERS AND IT SERVES THE LEADERSHIP HERE FOR PEOPLE TO KNOW THAT THAT IS AN AREA OF GREAT DEPTH FOR YOU SO THAT THEY COULD CALL ON YOU AS A RESOURCE, THAT WOULD BE -- THAT'S THE IDEA. SO, IT COULD BE EITHER FROM YOUR COUNTY WORK OR IT COULD BE FROM YOUR LIFE IN GENERAL, WHATEVER KIND OF POPS UP FOR YOU. OKAY.

Chair Kafoury: I WAS THINKING OF IT AS A PRECURSOR TO OUR CONVERSATION ABOUT COMMUNICATIONS SO THAT PEOPLE -- WE'RE ALL -- WHEN I THINK OF DIANE, I THINK OF, YOU KNOW, VETERANS WOULD BE ONE. MAYBE, YOU KNOW, IF THERE IS SOMETHING ELSE -- SOMETHING WE'RE WORKING ON AN ISSUE AND VETERANS COMES UP, IT IS NICE TO GIVE YOU A HEADS UP. THAT IS WHAT I WAS THINKING OF, WAYS THAT -- THE ISSUES THAT YOU WANT TO BE KNOWN FOR AND THAT YOU WANT PEOPLE TO COMMUNICATE WITH YOU SOMETHING --

Ms. Hein: THANK YOU.

Commissioner Bailey: POINT OF ORDER. IS IT -- IS THERE A DISTINCTION BETWEEN WHAT AREAS WE HAVE DEEP KNOWLEDGE IN AND THINGS THAT WE WANT TO BE KNOWN FOR?

Chair Kafoury: WELL, THAT COULD BE ONE OF YOUR AREAS OF INTEREST OR YOUR GOALS FOR THE YEAR.

Commissioner Bailey: GOT IT.

Commissioner Shiprack: OR JUST, YOU KNOW --

Chair Kafoury: SAY WHATEVER YOU WANT. [LAUGHTER] I WOULD LOVE TO BE ABLE TO BE A SINGER, BUT THAT'S NOT GOING TO HAPPEN. [LAUGHTER]

Vice-Chair McKeel: ME, TOO.

Commissioner Shiprack: OKAY. I'LL GO FIRST.

Ms. Hein: THANK YOU.

Commissioner Shiprack: I HAVE SEEN MANY EXAMPLES OF THE THREE-MINUTE SPEECH, THANK YOU. MR. LIGHTNING AND PAUL PHILLIPS -- AND LYNDY. TWO AREAS OF DEEP KNOWLEDGE ARE PUBLIC SAFETY, AND EARLY LEARNING, AND I COULD GO INTO MY BACKGROUND A LITTLE BIT, BUT I STARTED OFF AS A HIGH SCHOOL TEACHER IN PORTLAND WHEN THERE WERE DINOSAURS, AND I GRAVITATED FROM TEACHING HIGH SCHOOL ENGLISH TO BEING A DEPUTY DA, WHERE I DID HAVE THE EXPERIENCE OF HAVING FORMER STUDENTS BE BROUGHT IN THROUGH THE DETENTION DOOR, WHO LOOKED AT ME WITH SHOCK, LIKE THEY WERE -- THEY HAD BEEN PLACED IN HANDCUFFS AND HELD OVERNIGHT IN THE JAIL BECAUSE THEY HADN'T COMPLETED THEIR ENGLISH ASSIGNMENT. UPSETTING. TWO AREAS OF INTEREST, MENTAL HEALTH, AS IT RELATES ESPECIALLY TO PUBLIC SAFETY AND SPECIFICALLY TO NOT USING THE JAIL AS THE DEFAULT ASYLUM, AND RACIAL AND ETHNIC DISPARITY IN PARTICULAR IN THE JUVENILE JUSTICE SYSTEM, WHICH, OF COURSE, FEEDS THE REST. AND MY TWO GOALS FOR THIS YEAR ARE TO MOVE FORWARD WITH THE CENTRAL COURTHOUSE, CONTINUE MOVING FORWARD WITH THE CENTRAL COURTHOUSE, AND TO WORK ON OUR BUDGET PROCESS, AND TO WORK COLLABORATIVELY TO IMPROVE BOTH PARTICIPATION AND THE PROCESS OF HOW WE DO THE BUDGET, WHICH I CONSIDER TO BE SORT OF THE PRIMARY THING THAT THE BOARD DOES. AND I'M DONE.

Ms. Hein: THANK YOU. WHO WOULD LIKE TO GO NEXT? YOU DID EXCELLENT.

Commissioner Shiprack: I DIDN'T HEAR IT GO DING.

Commissioner Smith: I'LL GO.

Ms. Hein: THANK YOU.

Commissioner Smith: THREE THINGS THAT --

Ms. Hein: TWO AREAS OF DEEP KNOWLEDGE, TWO AREAS OF INTEREST AND TWO GOALS THAT YOU HAVE FOR THE YEAR.

Commissioner Smith: I DON'T KNOW THAT I HAVE ANY DEEP KNOWLEDGE IN ANYTHING. REALLY, SERIOUSLY. BUT MY INTEREST LEVEL IS IN YOUTH PROGRAMS AND JUST LIKE COMMISSIONER SHIPRACK, RACIAL AND ETHNIC DISPARITIES WITHIN THE PROGRAMS THAT NOT JUST THE LAW ENFORCEMENT STEP, AND I'M REALLY INTERESTED IN TRYING TO IDENTIFY OUTSIDE RESOURCES TO BRING INTO THE COUNTY SO THAT WE CAN -- WE'RE NOT GOING TO BE ABLE TO TAX ANYMORE, BUT, YOU KNOW, WE HAVE THIS HUGE OPPORTUNITY TO PARTNER WITH, YOU KNOW, THE STATE AND THE FEDERAL GOVERNMENT. SO TO IDENTIFY ADDITIONAL FUNDING SOURCES. POLICY INITIATIVES. PROMISE NEIGHBORHOOD, PEDESTRIAN SAFETY, BROWN FIELDS, ECONOMIC DEVELOPMENT AS IT RELATES TO BDF. AND SMALL BUSINESS.

Ms. Hein: I'M SORRY -- THESE ARE SOME OF YOUR GOALS, ECONOMIC DEVELOPMENT?

Commissioner Smith: YES.

Ms. Hein: THANK YOU.

Commissioner McKeel: WHAT IS BDF?

Commissioner Smith: BUSINESS DEVELOPMENT FUND. WE HAVE ADDITIONAL DOLLARS ME AND COMMISSIONER McKEEL HAVE TALKED ABOUT WAYS IN WHICH TO UTILIZE SOME OF THE DOLLARS FROM AN ECONOMIC DEVELOPMENT STANDPOINT, TRADITIONAL ECONOMIC DEVELOPMENT. AS YOU KNOW, WHEN I FIRST GOT HERE, ONE THING THAT I FOUND THAT JUMPED OUT IN MY HEAD WAS THAT WE WERE USING SOME OF THE \$5 MILLION, WELL, AT LEAST CODING IT THAT WE GET FROM THE STATE FOR ECONOMIC DEVELOPMENT AND ECONOMIC DEVELOPMENT AND WE USED IT FOR -- WHAT'S THE --

Vice-Chair McKeel: THE WIC.

Commissioner Smith: THE WIC PROGRAM. AND I SAID, YOU MEAN TO TELL ME THIS IS WHAT WE'RE USING OUR ECONOMIC DEVELOPMENT PROGRAM FOR? THAT'S NOT ECONOMIC DEVELOPMENT. THAT'S NOT WHAT I SEE -- THAT'S A

PROGRAM. SO, TRADITIONAL. I WANT TO SEE THE BDF BE USED AS A TRADITIONAL ECONOMIC DEVELOPMENT. YES, WE CAN USE IT FOR PROGRAMMING, YOU KNOW, AROUND SUMMER JOBS AND THOSE KINDS OF THINGS, BUT I DON'T WANT TO SEE ALL OF OUR MONEY GO INTO MENTAL HEALTH OR NON -- OR THINGS THAT WILL NOT BRING US BACK ANY ADDITIONAL DOLLARS. AND I WANT TO DO SOMETHING AROUND BROWN FIELDS.

Ms. Hein: GREAT. THANK YOU.

Commissioner Smith: I DO HAVE ANOTHER ONE.

Ms. Hein: OKAY.

Commissioner Smith: THE ONLY REASON WHY I'M SAYING THIS, IT DOESN'T IMPACT ME. I SEE TIME. OKAY. THREE MINUTES IS UP.

Ms. Hein: YEAH. YOU CAN SAY ONE MORE THING.

Commissioner Smith: WHAT?

Ms. Hein: YES, ONE MORE.

Commissioner Smith: PEDESTRIAN SAFETY.

Ms. Hein: OKAY. THANK YOU. GREAT. WHO WANTS TO GO NEXT?

Commissioner McKeel: I'LL GO. AREAS OF DEEP KNOWLEDGE, I WOULD SAY PROBABLY THE AREAS I WORK ON, PROBABLY THE MOST KNOWLEDGE AROUND PERHAPS ARE VETERANS. THE COMMERCIAL SEXUAL EXPLOITATION OF CHILDREN, AND I ACTUALLY HAVE ONE MORE, BUT IT IS IMPORTANT. IT'S EAST COUNTY. MY AREAS OF INTEREST WOULD BE ECONOMIC DEVELOPMENT AS IT RELATES TO THE STEM INITIATIVE THAT WE'RE WORKING ON FOR, I GUESS -- OUT THERE IN EAST COUNTY, BUT IT IS ABOUT WORK FORCE AND ATTRACTING BUSINESSES, HAVING A READY WORK FORCE FOR THEM. ALSO MENTAL HEALTH, AND I'M INTERESTED IN HOW THAT CROSSES ALL OF OUR DEPARTMENTS AND HOW WE CAN HAVE A SIGNIFICANT IMPACT THERE. MY GOALS FOR THIS MEETING -- FOR THIS YEAR, OR THIS MEETING. MY GOALS -- MY GOALS -- ACTUALLY MY GOALS FOR THIS MEETING ARE TO COME OUT OF THIS MEETING WITH SOME PRIORITIES THAT, REALLY SPECIFIC PRIORITIES AND NOT -- THAT CROSS ALL DEPARTMENTS AND ALSO TO SORT OF RESTRUCTURE, PERHAPS, OR LOOK AT RESTRUCTURING OUR BOARD BRIEFINGS SO THAT WE'RE GETTING ALL OF THE INFORMATION THAT WE WOULD REALLY LIKE TO GET OUT OF OUR BOARD BRIEFINGS. THAT'S MEANINGFUL, THAT -- HELPFUL FOR OUR DEPARTMENTS. I KNOW THEY'RE



NERVOUS ABOUT COMING BEFORE US SOMETIMES. BUT THE INFORMATION SO THAT THEY'RE COMFORTABLE PRESENTING WHAT IT IS THAT WE WOULD LIKE TO KNOW, AND SO I THINK THAT'S IMPORTANT. BUT, SO --

Ms. Hein: THANK YOU.

Commissioner McKeel: UH-HMM.

Commissioner Bailey: ALL RIGHT. SO, TWO AREAS OF DEEP KNOWLEDGE COMING OUT OF WORK IN THE LEGISLATURE. THE INTERSECTION OF TAXATION, ECONOMICS, FINANCE, SPECIFICALLY PROJECT FINANCE, AND THEN THE AREAS RELATED TO ENERGY AND ENVIRONMENTAL POLICY. THE REASON I SOMEWHAT FACETIOUSLY ASKED THE POINT OF ORDER QUESTION IS TO PUT THIS OUT THERE. I DIDN'T RUN FOR MULTNOMAH COUNTY TO KEEP WORKING ON THE EXACT SAME ISSUES I HAVE BEEN WORKING ON BEFORE. IF I WANTED TO DO THAT, I WOULD HAVE STAYED IN THE LEGISLATURE. EVEN THOUGH THOSE ARE AREAS OF DEEP KNOWLEDGE, NOT NECESSARILY THE AREAS THAT I WANT TO WORK ON OR WHAT I WANT TO BE KNOWN FOR. BUT I CAN BRING THEM TO THE TABLE IF THEY'RE HELPFUL IN DISCUSSIONS. THE AREAS OF INTEREST ARE HOMELESSNESS, AND PUBLIC SAFETY, AND THE INTERSECTION PARTICULARLY BETWEEN THOSE TWO -- AND IT HAS BEEN SAID BY A COUPLE OF OTHERS, MENTAL HEALTH. COMMISSIONER SHIPRACK MENTIONED KEEPING PEOPLE OUT OF JAILS AS ASYLUMS, AND I WOULD ADD TO THAT KEEPING PEOPLE OUT OF ERs AS ASYLUMS. THE GOALS FOR THE NEXT TWO YEARS ARE -- FOR THIS YEAR, TWO GOALS FOR THIS YEAR, I WOULD LIKE TO GET TO A POINT AT THE END OF THIS YEAR, AFTER HAVING BEEN IN OFFICE FOR ONE TERM THAT WE HAVE A CLEAR PATH FORWARD ON THE HOME FOR EVERYONE COORDINATING COMMITTEE. WE HAVE A CLEAR SENSE OF WHAT OUR ACTION PLAN IS ON HOMELESSNESS IN A COORDINATED FASHION, AND, TWO, THAT WE HAVE CONCRETE STEPS AND HOPEFULLY A FINANCING PLAN IN PLACE WORKING WITH PARTNERS ON AN ALAMEDA STYLE PSYCHIATRIC EMERGENCY SERVICES CENTER. THOSE ARE THE TWO MICRO. OH, WE NEED TO REPLACE ALL OF THE BRIDGES, TOO. JUST KIDDING -- I MEAN I'M NOT KIDDING BUT --

Vice-Chair McKeel: OKAY. SEISMIC ISSUES. SEISMIC ISSUES, YES.

Commissioner Smith: A WHOLE AGENDA, INCLUDING SEISMIC ISSUES ON MY LIST. TRYING TO PICK TWO, IT'S HARD.

Vice-Chair McKeel: I KNOW, IT IS HARD. BUT IT IS IMPORTANT. WE'RE TALKING GOALS FOR THIS YEAR.

Chair Kafoury: IS IT MY TURN? I'M WITH COMMISSIONER SMITH THAT I THINK I FEEL LIKE MY KNOWLEDGE IS AN INCH DEEP AND A MILE WIDE. I WOULD SAY

DEEP IS PROBABLY NOT IN ANY PARTICULAR THING BUT I WILL THROW OUT HOUSING AND HOMELESSNESS ISSUES, AND -- WHAT ELSE? PROBABLY OTHER HUMAN SERVICES TYPE, YOU KNOW, POVERTY ISSUES. MY AREAS OF INTEREST ARE UP THERE AS WELL ALREADY. WITH THE MENTAL HEALTH PUBLIC SAFETY CONVERSATION THAT'S -- COMMISSIONER SHIPRACK AND COMMISSIONER BAILEY BOTH HAVE ALREADY TALKED ABOUT. AND HEALTH CARE TRANSFORMATION. I THINK MY GOALS ARE -- ONE WOULD BE TO HAVE - - TO -- THE SAME ONE AS JULES SAID ABOUT THE PLAN FOR ACTION FOR A HOME FOR EVERYONE. AND THE OTHER ONE WOULD BE A PLAN TO REALLY MOVE THE NEEDLE ON RACIAL AND ETHNIC DISPARITIES IN OUR -- AROUND HEALTH CARE. I DON'T THINK WE CAN HAVE ANY -- WE WON'T SEE ANY OUTCOMES AFTER A YEAR BUT I WOULD LIKE TO AT LEAST BE MOVING IN THAT -- HAVE A PLAN FOR HOW WE'RE GOING TO MAKE THOSE CHANGES.

Ms. Hein: THANK YOU. SO, OBVIOUSLY WE DIDN'T COVER EVERYTHING, BUT THIS IS REALLY FOR YOU ALL TO KNOW, NOT JUST THE AREAS OF DEPTH, BUT ALSO WHEN WOULD ANOTHER COMMISSIONER, THE CHAIR APPRECIATE BEING DRAWN IN ON SOMETHING BECAUSE IT IS AN AREA OF INTEREST? AND THINKING ABOUT WHAT YOUR GOALS ARE FOR THE YEAR, WE'RE NOT -- THIS ISN'T A STRATEGIC PLANNING RETREAT. WE ARE NOT GOING TO TRY TO NARROW DOWN AND COME TO AGREEMENT AND CLARIFICATION OF GOALS BUT TO KNOW THAT THESE ARE THE GOALS THAT PEOPLE ARE BRINGING INTO THE YEAR TO THINK ABOUT AS YOU GO THROUGH.

Chair Kafoury: WE'LL DO THAT ON THE NEXT RETREAT.

Ms. Hein: THAT WILL BE THE NEXT RETREAT, PART TWO. I WANT TO ACKNOWLEDGE THERE WERE THINGS WHEN I GOT TO MEET WITH YOU ALL, THINGS THAT CAME UP IN THE CONVERSATIONS THAT WE ARE NOT GOING TO GET TO TODAY. IN THREE HOURS, YOU CAN'T GET TO EVERYTHING. BUT THOSE ARE THINGS THAT WILL BE GOTTEN TO. I THINK THAT'S IMPORTANT. SO, THE NEXT CONVERSATION IS THE CONVERSATION THAT I'M CALLING CONVERSATION ABOUT DECORUM. AND FOR THIS CONVERSATION, I AM HOPING THAT THERE CAN BE SOME THINGS THAT YOU ALL WILL NOT LIKE ABSOLUTELY AGREE ON LOCKSTEP, BUT HAVE SOME MEETING OF THE MINDS IN TERMS OF WHAT WOULD YOU LIKE TO SEE ABOUT HOW YOUR MEETINGS ARE CONDUCTED, ABOUT HOW YOU ADDRESS EACH OTHER. ABOUT HOW DO YOU HANDLE MEMBERS OF THE PUBLIC WHO HAVE THINGS TO SAY BUT MIGHT NOT SAY THEM IN VERY PLEASANT WAYS. HOW DO YOU -- HOW DO YOU WANT TO KIND OF MANAGE YOURSELF IN THE REALM OF DECORUM. AND THIS IS AN OPEN CONVERSATION. I WILL TAKE SOME NOTES WITH THE HOPE THAT THERE MIGHT BE SOME OPPORTUNITY FOR AGREEMENT AT THE END OF THE CONVERSATION.

Commissioner Bailey: CAN I JUMP IN ON THIS?

Ms. Hein: UH-HMM.

Commissioner Bailey: SO, IT MAY BE THAT OTHER FOLKS ASK FOR THIS AS WELL, BUT I SPECIFICALLY ASKED TO HAVE A SECTION ON THIS IN THE MEETING. IN LARGE PART AS THE NEW GUY. AND ALSO WITH A NEW CHAIR. AND, YOU KNOW, I'M -- AS YOU TWO REMEMBER, AND I'M SURE COMING FROM OTHER PLACES, THERE IS A SHIFT IN EXPECTATIONS ABOUT HOW YOU CONDUCT YOURSELF AND THE STANDARD RULES OF ENGAGEMENT. I GET THE SENSE IT IS A LITTLE LESS FORMAL AT MULTNOMAH COUNTY THAN IT IS IN THE LEGISLATURE, ALTHOUGH IN THE LEGISLATURE, AS YOU KNOW, THERE IS SOME PRETTY CLEAR DELINEATED WAYS THAT PEOPLE LIKE TO BE APPROACHED AND EVERY CHAIR HAS THEIR OWN PREFERENCE. IN SOME WAYS I ASKED FROM THIS JUST TO HEAR FROM YOU, CHAIR, WHAT DO YOU LIKE? I'M HAPPY TO DO WHATEVER. I JUST -- I DON'T WANT TO FEEL -- I FEEL A LITTLE BIT UNCOMFORTABLE BECAUSE I'M NOT SURE ENTIRELY WHAT YOU LIKE. DO YOU LIKE US TO SIGNAL YOU WHEN WE HAVE QUESTIONS AND ASK FOR FOLLOW-UP AS YOU RUN THE MEETING? DO YOU PREFER THAT WE KEEP GOING? HOW DO YOU PREFER WE ADDRESS YOU? DO YOU PREFER THAT WE THANK YOU, THAT QUESTIONS COME THROUGH THE CHAIR TO US? THINGS LIKE THAT.

Commissioner Smith: NORMAL THURSDAY MEETING IS THAT WHAT YOU'RE TALKING ABOUT?

Commissioner Bailey: YES, AND ALSO JUST IN GENERAL OUTSIDE OF THAT. AND I HAVE NO -- I'M HAPPY TO DO WHATEVER. I'M JUST CURIOUS, WHAT DO YOU LIKE AND WHAT MAKES THE MEETING SORT OF RUN SMOOTHLY?

Chair Kafoury: WE HAVE, I THINK, SINCE WE HAVE BEEN ON THE BOARD, IT SEEMS LIKE IT HAS CHANGED A LITTLE BIT ALONG THE LINES OF QUESTIONS. THE ONLY REASON I DO APPRECIATE THE QUESTIONS COMING THROUGH THE CHAIR, I MEAN, TO THE PEOPLE WHO ARE TESTIFYING, IS THEN WE'RE NOT ALL AT THE SAME TIME -- MORE FOR KEEPING A STRUCTURE OF THE MEETING. BUT I DON'T THINK IT NEEDS TO BE QUITE AS FORMAL. IT IS THE SAME IN THE LEGISLATURE. SOME COMMITTEES ARE REALLY FORMAL. WHERE THE PERSON THAT IS TESTIFYING HAS TO SAY -- ANSWER THE QUESTIONS THROUGH THE CHAIR. I THINK THAT IS A LITTLE OVER THE TOP IN MY OPINION. BUT JUST HAVING SOME DECORUM AND STRUCTURE AS TO HOW I LIKE TO HAVE IT. I DON'T THINK -- AND, AGAIN, WITH FOLLOW-UP, JUST MAKING EYE CONTACT WITH ME AT LEAST, AND I TRY TO MAKE SURE THAT I'M SWEEPING SO THAT IF I KNOW THAT YOU WANT TO HAVE A FOLLOW-UP, AND IT IS NOT BROKEN UP BY OTHER PEOPLE'S QUESTIONS. BECAUSE SOMETIMES IT IS NICE WHEN YOU GET INTO A RHYTHM TO GET THE INFORMATION OUT. I

THINK IT IS MORE ALONG THOSE LINES THAN ANY TYPE OF STRUCTURE. IS THAT SOMETHING THAT YOU ARE COMFORTABLE WITH?

Commissioner Bailey: OH, YEAH, JUST CURIOUS. DON'T WANT TO STEP ON TOES.

Commissioner Shiprack: AS A MEMBER, I FEEL THAT IS IMPORTANT BECAUSE IT DOES ESTABLISH LIKE A REFEREE, AND ALSO FOR TIME CONSIDERATIONS, SOMETIMES AS WE WANT TO, YOU KNOW, CONTINUE WITH OUR LINE, THERE - - YOU KNOW, I KNOW, I GET REALLY INTENT ON WHATEVER IT IS THAT IS RUNNING THROUGH MY MIND, AND I MAY FORGET THAT FIRST WE HAVE AN AGENDA OF OTHER ISSUES COMING UP. AND SECONDLY, THAT THE REST OF YOU PROBABLY HAVE QUESTIONS AS WELL. SO, IT IS A -- IT IS GOOD TO HAVE A REFEREE WHO HAS GOT THE GREATER INTEREST OF THE BOARD AT HEART AND THE OTHER THING WHICH IS KIND OF THE CECIL EDWARDS, CLERK OF THE HOUSE, RAMONA KENNEDY SORT OF POINT, WHICH IS YOU MAINTAIN THE LEVEL OF DECORUM, BECAUSE IT'S NOT YOU. IT'S THE PEOPLE THAT YOU ARE ELECTED TO REPRESENT WHO ARE REPRESENTED ON THE DIAS, AND THAT FORMALITY HONORS THE PROCESS.

Commissioner Bailey: WELL SAID.

Commissioner Smith: WELL, FOR ME, I REALLY DON'T KNOW WHAT WAS JUST SAID HERE. FOR ME, IF WE'RE IN THE MIDDLE OF SOMETHING, I WANT TO BE ABLE TO FINISH MY SENTENCE. I WANT TO BE ABLE TO FINISH ASKING THE QUESTIONS THAT I HAVE PREPARED AND MY STAFF HAVE PREPARED SO DILIGENTLY THAT I'M CONCERNED ABOUT. AND, SO, FOR ME, IF WE HAVE TO GO UNTIL 12:30 OR 1:00, I DON'T CARE IF WE GO UNTIL 12:30 OR 1:00. I WANT TO BE COMFORTABLE WITH THE ANSWERS THAT WERE GIVEN TO ME. IF I'M NOT COMFORTABLE, I'M GOING TO KEEP ASKING THE QUESTION UNTIL I GET TO THE POINT WHERE I'M COMFORTABLE WITH IT. AND I DON'T WANT TO BE CUT OFF. I DON'T WANT TO -- I DON'T WANT PEOPLE TO SAY, WELL, WE HAVE ANOTHER, YOU KNOW, AGENDA ITEM. YEAH. SO, AND I HAVE TRIED TO BE BETTER --

Commissioner Shiprack: LORETTA, IT'S -- WE'RE TALKING ABOUT HOW THE CHAIR RUNS THE MEETING, AND I AGREE WITH YOU. I AGREE WITH YOU, AND I DON'T KNOW OF TIMES THAT ANYONE HAS BEEN CUT OFF. IT IS MORE OF A SELF-REGULATION IN SOME WAY. ALSO --

Commissioner Smith: WE GET CUT OFF EVERY WEEK AND SAY WE HAVE A TIME FRAME. IT HAPPENED LAST WEEK.

Chair Kafoury: THIS IS EXACTLY WHY WE'RE HAVING THIS CONVERSATION. WHEN I SAY WE HAVE ANOTHER AGENDA ITEM, IT'S NOT TO SAY CUT OFF.

Commissioner Smith: BUT IT FEELS LIKE YOU'RE SAYING CUT OFF.

Chair Kafoury: THAT'S WHY WE'RE HAVING THIS CONVERSATION. I DON'T WANT IT TO BE -- I WANT PEOPLE TO KNOW THAT WE HAVE, YOU KNOW, OTHER THINGS COMING JUST SO THAT YOU'RE AWARE OF IT, NOT BECAUSE I'M SAYING CUT OFF. YOU HAVE TO TAKE THE WHOLE -- YOU KNOW, I HAVE THE WHOLE MEETING AND I KNOW THAT WE HAVE SOME PEOPLE WHO ARE COMING IN AT TIME CERTAIN AND SOME PEOPLE -- SO I'M TRYING TO NAVIGATE. I'M NOT SAYING -- SO, PLEASE DON'T TAKE IT AS I'M CUTTING YOU OFF. TAKE IT AS I'M JUST GIVING YOU MORE INFORMATION AS WE'RE HAVING A CONVERSATION.

Commissioner Smith: WHAT I WOULD LIKE TO DO, IF WE DON'T GET A CHANCE TO GET TO ALL OF THE AGENDA ITEMS -- IF IT IS THAT IMPORTANT FOR A COMMISSIONER TO CONTINUE TO ASK QUESTIONS, IF WE DON'T GET TO EVERYTHING, ASK THE QUESTION IS IT OKAY IF WE EXTEND FOR ANOTHER 30 MINUTES SO EVERYBODY IS COMFORTABLE. OR PUT IT ON THE NEXT WEEK'S AGENDA.

Chair Kafoury: I TOTALLY AGREE WITH THAT. I THINK HAVING -- THIS WAS ANOTHER CHANGE COMING FROM THE LEGISLATURE WHERE THE SCHEDULE IS BASICALLY RUN BY THE COMMITTEE MEMBERS AS OPPOSED TO COMING TO THE COUNTY WHERE SOMEHOW THE PEOPLE WHO WERE PRESENTING GOT TO CONTROL THE AGENDA. NO, I DON'T THINK IT SHOULD BE THAT WAY. IF WE NEED MORE INFORMATION, THEY SHOULD HAVE TO COME BACK NEXT WEEK. IT IS NOT A SIGN WE DON'T LIKE WHAT THEY'RE SAYING. IT IS A SIGN THAT MORE CONVERSATION NEEDS TO BE HAD.

Vice-Chair McKeel: AND I THINK THAT WAS THE POINT I WAS TRYING TO GET TO RIGHT-SIZING OUR MEETINGS. LAST WEEK WE HAD A PRESENTATION, 27 SLIDES, FOUR SPEAKERS, AND WE HAD ONE HOUR. AND, YOU KNOW, YES, WE DID -- I DID FEEL CUT OFF, TOO, WHEN I WAS TOLD THAT WE HAVE TO MOVE ON NOW. AND TO THAT POINT, I THINK THAT WHEN WE DON'T LET EVERYBODY ASK THEIR QUESTIONS, AND GET IT, WE'RE GOING TO END UP AGAIN WITH 30 BUDGET NOTES AT THE END OF THE BUDGET BECAUSE IF WE DON'T GET OUR QUESTIONS ANSWERED IN THAT TIME FRAME THEN WE'RE GOING TO END UP WANTING MORE INFORMATION AND WE'RE GOING TO END UP WITH THAT SAME SITUATION AT THE END OF OUR BUDGET CYCLE. SO, I THINK IT IS IMPORTANT THAT WE ARE ABLE TO ASK ALL OF OUR QUESTIONS AND THAT -- AND THAT'S ABOUT SORT OF RIGHT-SIZING, I THINK, THE PRESENTATION A LITTLE BIT AS WELL. AND I DON'T KNOW WHERE WE GO WITH THAT.

Chair Kafoury: WE ARE WORKING ON THAT. I HAVE THESE SAME ISSUES WHERE SOME WEEKS WE FEEL LIKE WE HAVE SO MANY ITEMS, WE'RE RUSHING TO

GET THROUGH EVERYTHING. AND SOME WEEKS WE'RE THERE FOR A HALF HOUR. AND SO WE'RE TRYING TO WORK THROUGH HOW WE CAN DO THAT AND PEOPLE TAKE THEIR ITEMS OFF OF THE AGENDA THAT WERE THERE AND SUDDENLY WE HAVE A BIG HOLE. TRYING TO GET A QUEUE OF TOPICS SO THAT WE DON'T HAVE TO HAVE THE BRIEFINGS JUST ON TUESDAY MORNINGS. WE COULD HAVE THEM THURSDAY MORNINGS AS WELL IF WE HAVE A REAL SHORT AGENDA.

Vice-Chair McKeel: UH-HMM, RIGHT.

Ms. Hein: I WANT TO NOTICE JUST AS A FACILITATOR THING THAT THE CONVERSATION NOW IS AROUND DECORUM AND THESE CONVERSATIONS THAT WE'RE HAVING ARE KIND OF MORE AROUND THE COMMUNICATION. WE WILL HAVE MORE TIME FOR THOSE. I WANTED TO ASK A COUPLE OF MORE QUESTIONS THAT CAME UP IN THE CONVERSATIONS I HAD WITH FOLKS ABOUT THE DECORUM ISSUES. ONE OF THEM IS WHAT I CALLED IN MY HEAD THE PUBLIC COMMENT CULTURE. WHAT WOULD YOU LIKE YOUR KIND OF DECORUM OR YOUR INTERACTION TO BE AROUND PUBLIC COMMENTS AND WHAT'S THE KIND OF TONE OR DECORUM THAT YOU WOULD LIKE TO SET AROUND THAT?

Vice-Chair McKeel: OUR PUBLIC FORUM --

Ms. Hein: IT IS AN EASY QUESTION FOR ME TO ASK BUT MIGHT NOT BE AN EASY --

Vice-Chair McKeel: I LIKE THE WAY THEY HAVE IT SET UP WHERE THEY HAVE A CERTAIN TIME AND WE DON'T DIALOGUE WITH THEM. YOU MIGHT BE GETTING A LITTLE BIT TOWARDS TO WHAT THEY'RE SAYING AND IF IT CROSSES A LINE. AND IS THAT PART OF THE QUESTION?

Commissioner Smith: IS THAT WHAT YOU'RE ASKING ABOUT, WHEN THE PUBLIC COMMENT PERIOD AND HOW WE WANT TO KEEP THAT WHERE WE DON'T SAY ANYTHING, IS THAT WHAT YOU'RE ASKING?

Ms. Hein: OR IF YOU WANT TO KEEP THAT -- ONE OF THE THINGS THAT CAME UP IN THE LAST RETREAT WHEN WE WERE AT EDGEFIELD, SOMEBODY SAID I WISH WE HAD A SERGEANT AT ARMS. I HAVE NO IDEA WHO SAID IT. THERE WAS A SENSE THAT SOMETIMES -- THAT SOMETIMES PEOPLE'S COMMENTS ARE OUT OF BOUNDS IN TERMS OF -- I FORGET THE EXAMPLE HAD TO DO WITH PROFANITY BUT IT HAD SOMETHING TO DO WITH KIND OF WHAT DO WE DO WITH THAT? I DON'T KNOW IF PEOPLE --

Commissioner Smith: JUST THINKING BACK ON A COUPLE MEETINGS THIS PAST MONTH THAT REALLY HIT ME THE WRONG WAY. MR. -- NOT WALSH -- WELL, HE

DID ONE TOO. HE SAID I KNOW I'M GETTING READY TO STEP ON SOME TOES. YOU KNOW GETTING READY TO SAY SOMETHING THAT WILL PUT PEOPLE IN AN UNCOMFORTABLE POSITION. WE DID SOMETHING ON THE OREGON FOOD BANK. HE SAID HE WANTED US TO TAKE IT OFF BECAUSE HE DIDN'T LIKE THE FACT THAT THERE WERE ONLY 1.6% AFRICAN-AMERICANS AND THAT THERE WAS AFRICAN-AMERICAN WOMAN OR MAN WHO WAS THE POSTER CHILD ON THE VIDEO AND HE WAS WORKING TO GET THAT PERSON OFF. WELL, I DON'T THINK YOU HAVE TO HAVE A CERTAIN PERCENTAGE OF A PARTICULAR ETHNIC GROUP TO BE A POSTER CHILD FOR ANYTHING IF YOU'RE HUNGRY AND YOU'RE HOMELESS, YOU DON'T HAVE A JOB, AND HE TALKED ABOUT AFRICAN-AMERICAN MEN. WELL, AND HE SPECIFIED 20 TO 25. WELL, AFRICAN-AMERICAN MEN BETWEEN THOSE AGES OF 18-25, 90% OF THEM ARE UNEMPLOYED. IF THEY'RE UNEMPLOYED, THEY'RE HUNGRY. WHY CAN'T THEY BE THE SPOKESPERSON. HE KNEW IT WOULD CAUSE SOME ISSUES. HE WANTED US TO SUPPORT HIS EFFORTS IN HAVING THE FOOD BANK TAKE THAT PERSON OFF. SOMETHING LIKE THAT, I MEAN, I CAN JUST KIND OF -- BECAUSE I KNOW IT IS RIDICULOUS, YOU KNOW, FOR ME, IT'S A RIDICULOUS STATEMENT. AND I TALKED TO HIM ABOUT IT AFTER AND HE APOLOGIZED. BUT SOMETHING LIKE THAT, THAT GETS TO ME. BECAUSE IF YOU'RE GOING TO COME BEFORE ME AND I, GRANTED, I AM THE ONLY AFRICAN-AMERICAN AND YOU GUYS DON'T FEEL THE SAME THINGS THAT I FEEL, BUT WHEN I SEE THIS MAN COME BEFORE ME TO TELL ME WHAT HE IS GOING TO DO BECAUSE HE DIDN'T THINK SOMEONE THAT LOOKS LIKE ME SHOULD BE ABLE TO TALK ABOUT HOW THEY ARE HUNGRY, THAT BOTHERED ME. BUT THEN I THOUGHT ABOUT IT, AND I JUST REMEMBERED WHERE I WAS AND WHO WAS SAYING IT. AND SO YOU KIND OF CALM DOWN. AND THEN THE SECOND PIECE WAS, I LOOK AT -- I WAS JUST -- I WAS OUTRAGED BY THE WHOLE THING. I DON'T KNOW HOW WE DEAL WITH THESE KINDS OF THINGS AND THE GUY WITH THE - - I FORGET HIS NAME.

Vice-Chair McKeel: MR. PHILLIPS.

Commissioner Smith: MR. PHILLIPS CAME AND SAID, YOU KNOW, RAY RICE -- HE IS TALKING ABOUT RAY RICE'S GIRLFRIEND, HIS WIFE AND SHE GOT KNOCKED UNCONSCIOUS. SHE DIDN'T GET ANY BUMPS AND BRUISES. I WAS OUTRAGED BY THE WHOLE THING. I MEAN, THIS IS SERIOUS DOMESTIC VIOLENCE AND YOU'RE SAYING THAT IT IS NOT AN ISSUE BECAUSE SHE DIDN'T HAVE ANY BUMPS AND BRUISES AND SHE DIDN'T BREAK ANY BONES. HE HAD BROKEN SOME BONES AND WE HEARD THE STORY ABOUT THE DOG AND HOUSING AUTHORITY, THAT THAT WAS MORE IMPORTANT FOR US TO BE TALKING ABOUT ON A NATIONAL LEVEL. HIS ISSUE THAT HAPPENED 100 YEARS AGO AND HE IS OBVIOUSLY HE HAS GOTTEN SOME HELP WITH HIS HEALTH CARE, BUT THIS WAS HAVE VERY SERIOUS ISSUE, AND IT JUST -- IT WAS OVERBOARD TO ME. IT WAS SO OUT OF LINE. IT WAS, TO ME, IT WAS -- THE LADY WAS KNOCKED UNCONSCIOUS. WE DO DOMESTIC VIOLENCE

PREVENTION AND WE SUPPORT OUR WOMEN HERE WITH OUR COUNTY DOLLARS AND SO FOR HIM TO SAY THAT WOMAN WHO GOT KNOCKED UNCONSCIOUS WAS NOT IMPORTANT, I WAS JUST -- I DON'T KNOW HOW WE DEAL WITH THOSE THINGS --

Ms. Hein: THAT IS THE QUESTION.

Vice-Chair McKeel: I WILL SAY ONE THING THAT DOES BOTHER ME AND PROBABLY THE REST OF YOU DON'T NOTICE IT BECAUSE I SIT ON THE END. IT BOTHERS ME WHEN THE ONE MAN IN PARTICULAR, THE COUPLE THAT COMES SOMETIMES, HE ROAMS THE ROOM AND WALKS DOWN -- THERE IS A REASON ERIC SITS IN THE CHAIRS AT THE MEETINGS. THE OTHER THING, PEOPLE ENJOY SETTING THEIR CAMERAS AND THEIR THINGS RIGHT UP NEXT TO ME, AND SOMETIMES THAT CAN BE A LITTLE UNSETTLING. THE INTERPRETER THAT CAME FOR THE SIGN LANGUAGE INTERPRETER ASKED ME IS IT ALL RIGHT IF I STAND HERE. AND I REALLY APPRECIATED THAT. I WILL JUST SAY SOMETIMES THAT GETS A LITTLE BOTHERSOME FOR ME ON MY -- ON THE DAIS.

Commissioner Bailey: ON THAT PARTICULAR ISSUE, CAN WE PUT A PIECE OF TAPE ON THE FLOOR, SOMETIMES A LINE ON THE CARPET.

Chair Kafoury: AT THE AIRPORT WHERE THEY HAVE THE --

Commissioner Bailey: NOT EVEN A BARRIER, BUT EVEN A LINE ON THE CARPET SOMETIMES KEEPS PEOPLE FROM CROSSING OVER THAT JUST BECAUSE THEY SEE SOME SORT OF LINE.

Chair Kafoury: PEOPLE -- THEY'RE BEHIND YOU.

Vice-Chair McKeel: EXACTLY, YEAH. AND THAT CAN GET A LITTLE UNSETTLING DEPENDING ON WHO IT IS.

Commissioner Smith: JUST IN TERMS OF DECORUM, I WOULD LIKE TO SEE A SHERIFF'S DEPUTY IN THE ROOM STANDING RIGHT THERE. THERE SOMETIMES -- I DON'T FEEL COMFORTABLE IN THERE. I DON'T KNOW WHAT PEOPLE ARE GOING TO DO.

Chair Kafoury: ISN'T THERE ALWAYS A SHERIFF DEPUTY?

Vice-Chair McKeel: UH-HMM.

Commissioner Smith: I HAVE NEVER SEEN --

Vice-Chair McKeel: THEY'RE PLAIN CLOTHES --



Board Clerk: SOMETIMES HE IS NOT AVAILABLE.

Vice-Chair McKeel: I THOUGHT WE --

Commissioner Smith: THE OTHER ISSUE, I DON'T KNOW --

Commissioner Bailey: COSTS THEM OVERTIME, THOUGH, SORRY. [LAUGHTER]

Vice-Chair McKeel: I THOUGHT WE HAD A LINE ITEM IN THE BUDGET FOR THAT, DID WE NOT PICK IT UP?

Chair Kafoury: LET'S LOOK INTO THAT.

Vice-Chair McKeel: I THOUGHT WE DID.

Commissioner Smith: IS THERE SOMETHING IN OUR CHARTER OR THAT WE COULDN'T HAVE ANY METAL DETECTOR? ALL OF THE OTHER GOVERNMENTS HAVE THAT. IT JUST MAKES ME NERVOUS BEING IN THAT ROOM, AND PARTICULARLY WHEN ALL OF THE FOLKS WHO CAME WHO HAD THEIR GUNS, THEY WERE REGISTERED BUT THEY HAD THEIR GUNS OUT.

Ms. Hein: I WILL ADD THIS TO THE BIN AS AN ITEM TO COME BACK TO FOLLOW-UP ON. ARE THERE OTHER ISSUES AROUND DECORUM OR ADDRESS? HOW DO YOU SPEAK TO EACH OTHER IN THE MEETINGS OR ANY OTHER ISSUES AROUND --

Commissioner Shiprack: CAN I JUST MAKE AN ADDITION, AND THAT IS I APPRECIATE THAT SOMETIMES IT'S HARD. THERE HAVE BEEN TIMES WHEN I WANTED TO JUST GO OVER THE DAIS AND, YOU KNOW, CONFRONT SOME OF THE PUBLIC COMMENT BECAUSE THEY CAN PUSH BUTTONS AND WE DON'T GET TO RESPOND AND I THINK THAT SELF-CONTROL OF HAVING SOMEBODY COME UP ON A REGULAR BASIS AND ATTACK YOUR UNCLE --

Chair Kafoury: MY HUSBAND HE CALLS HIM.

Commissioner Shiprack: HUSBAND -- SOME RELATIVE. IT IS PART OF -- IT HAPPENS ON THE DOORSTEP SOMETIMES WHEN -- I MEAN PEOPLE FEEL THAT THEY GET TO, YOU KNOW, EXERCISE FREE SPEECH PARTICULARLY WITH ELECTED OFFICIALS, AND THAT IS HIS OPPORTUNITY, AND I WOULD HAVE TO SAY THAT BASED ON THE CONTENT AND BASED ON THE DELIVERY THAT IT IS, LIKE YOU PRETTY MUCH SAID, LORETTA, CONSIDERED A SOURCE, AND I DO THINK THAT OUR PRACTICE OF HAVING IT BE THEIR TURN TO SPEAK AND NOT FOR US TO ENGAGE IS REALLY IMPORTANT BECAUSE YOU KNOW, IF YOU SAY SOMETHING THEY'VE GOT PLENTY TO COME BACK AT YOU WITH AND THEN

YOU KIND OF OPEN THE DOOR FOR THAT. IT IS NOT GOING TO BE PRODUCTIVE.

Commissioner Smith: WOULD YOU WANT TO LIMIT THIS OR TRY TO ELIMINATE THIS? NO, BECAUSE I NEED PEOPLE TO COME IN AND TALK ABOUT STUFF, AND TELL ME WHAT IS GOING ON. SO I DON'T WANT THIS WHOLE PUBLIC SESSION TO BE TAKEN AWAY AT ALL. I THINK THE CITY OF PORTLAND, YOU CAN ONLY COME ONE TIME. I WANT TO BE ABLE TO LISTEN TO WHAT THEY SAY.

Commissioner Shiprack: I LIKE THE THREE MINUTES AND WE JUST LISTEN AND THEN IT GOES AWAY AND GOES AWAY UNTIL NEXT WEEK.

Chair Kafoury: I WOULD LIKE TO KNOW ABOUT HOW PEOPLE LIKE TO BE REFERRED TO. PEOPLE KEEP ASKING ME THIS. AND I KNOW IT SOUNDS SOMEWHAT SILLY, BUT DO YOU LIKE TO BE -- WHEN I'M TALKING TO YOU OR WE'RE TALKING TO EACH OTHER IN A SETTING LIKE THIS, WE CAN CALL EACH OTHER BY OUR FIRST NAMES. IN PUBLIC WE CALL EACH OTHER COMMISSIONER LAST NAME. I WAS CURIOUS WHAT PEOPLE --

Commissioner Smith: I TRY TO ALWAYS CALL YOU MADAM CHAIR.

Chair Kafoury: OKAY.

Commissioner Smith: IF YOU DON'T WANT ME TO CALL YOU THAT, I CAN CALL YOU SOMETHING ELSE. BUT I THINK YOU NEED TO RESPECT THE OFFICE OF THE COMMISSIONER. YOU JUST NEED TO. I THINK WE NEED TO CALL YOU WHO YOU ARE. YOU ARE A COMMISSIONER, NOT ONLY A COMMISSIONER, YOU ARE THE CHAIRPERSON.

Commissioner McKeel: ONE OTHER THING THAT MANY ROOMS HAVE THAT I THINK WE HAVE IN OTHER PARTS OF OUR BUILDING, WE DON'T HAVE IN THE BOARD ROOM A CODE OF CONDUCT FOR WHEN PEOPLE COME BEFORE YOU THAT YOU -- THAT -- I MEAN, IT IS PRETTY STANDARD. YOU SEE IT. AND IT IS JUST LAID OUT THERE. AND FOR THIS -- THIS DOESN'T HELP MAYBE WITH THE DRESSING, BUT HELPS WITH THE PUBLIC COMMENT. IF YOU FEEL SOMEONE STEPPED OVER A LINE, YOU CAN SAY -- I HAVE SEEN THEM DO IT AT METRO. GAVEL -- WHEN PEOPLE STEP OVER THE LINE. I THINK THAT WOULD BE SOMETHING THAT MIGHT BE HELPFUL TO HAVE IN THE ROOM.

Ms. Hein: LET ME TRY --

Commissioner Bailey: TO ANSWER YOUR QUESTION FOR ME PERSONALLY, I THINK YOU NAILED IT. MORE THAN HAPPY TO HAVE EVERYBODY CALL ME BY

MY FIRST NAME BUT IN A PUBLIC SETTING, COMMISSION SETTING, FOR THE PUBLIC IT RESPECTS THE OFFICE.

Ms. Hein: LET ME TRY AND SUMMARIZE, AND IT SEEMED LIKE THERE WAS A PRETTY GOOD CONVERGENCE. PEOPLE SEEMED TO KIND OF AGREE. IN TERMS OF WHEN THERE ARE QUESTIONS THAT THE QUESTIONS COME THROUGH THE CHAIR, THAT IT IS USEFUL TO MAKE EYE CONTACT TO FIND OUT WHERE THINGS ARE GOING OR IF YOU HAVE ANOTHER QUESTION. THAT IN SOME WAYS IN TERMS OF THE OVERALL AGENDA, THE CHAIR ACTS AS A REFEREE, TRYING TO MANAGE THE WHOLE AGENDA. THAT PART OF THE IMPORTANCE OF DECORUM IS TO REPRESENT THE PEOPLE WHO ELECTED YOU. AND THAT THAT IS PART OF THE KIND OF GRAVITAS OF THE ROLE. THAT IF THERE IS AN ITEM THAT NEEDS MORE TIME, YOU CAN ASK TO EXTEND TIME. THAT THE TIME-CERTAIN FOR COMMENTS PEOPLE LIKE. THERE IS SOME DISCOMFORT WITH PEOPLE ROAMING THE ROOM, WITH ITEMS BEING PLACED BEHIND COMMISSIONER McKEEL, THAT THERE WERE SOME SUGGESTIONS, PUTTING SOME TAPE ON THE CARPET. THERE WAS AGREEMENT TO FOLLOW-UP ON HAVING THE DEPUTY IN THE ROOM. THERE IS SOME AWARENESS THAT WHEN PEOPLE ARE MAKING PERSONAL ATTACKS, YOU HAVE TO CONSIDER THE SOURCE AND KIND OF WHAT THEIR PRESENT LIFE CIRCUMSTANCES ARE. AND THAT THERE IS AN AGREEMENT TO ADDRESS EACH OTHER IN PUBLIC MORE FORMALLY AS COMMISSIONER OR CHAIR AND IN PRIVATE, IT IS FINE TO BE LESS FORMAL AND THAT THERE MIGHT BE SOME OPPORTUNITY TO LOOK INTO, THIS MIGHT BE ANOTHER BIN ITEM TO LOOK INTO A CODE OF COMMENT OR POSTING A CODE OF COMMENT. SO, WE'RE ACTUALLY OVER TIME FOR THIS ITEM. WHAT WE HAVE NOW IS A QUICK BREAK, AND THEN WHEN WE COME BACK, WE WILL BE TALKING ABOUT ETHICS WITH DR. JOEL MARTINEZ.  
[BREAK]

Ms. Hein: IT'S MY PLEASURE TO INTRODUCE TO YOU DR. JOEL MARTINEZ WHO --

Dr. Martinez: HI.

Ms. Hein: HAS A Ph.D. IN PHILOSOPHY FROM THE UNIVERSITY OF ARIZONA. AND HE -- YOU MIGHT BE INTERESTED TO KNOW, IN HIS DISSERTATION, HE ARGUED THAT PHILOSOPHERS INTERESTED IN ETHICS CAN AND SHOULD TAKE MORAL EDUCATION TO BE THE CENTRAL AIM OF MORAL THEORIZING. WE WILL GET TO SPEND TIME TALKING AND THINKING WITH HIM. HE HAS A PRESENTATION FIRST AND THEN SOME CASES, SOME TIME FOR QUESTION AND ANSWER AND DISCUSSION AFTER HIS PRESENTATION I'M GOING TO HAND OUT SOME NOTES.

Ms. Hein: PASS THOSE AROUND. AND IF YOU WANT TO BEGIN.

Dr. Martinez: SURE. THANK YOU. I'M EXCITED TO BE HERE. THANKS FOR HAVING ME. IT'S GREAT TO BE ABLE TO TALK TO PEOPLE LIKE YOU ABOUT ETHICS. IT'S -- I'M REALLY EXCITED ABOUT IT. I WILL JUMP RIGHT INTO IT. I WILL LEAD WITH SAYING THAT I TAKE IT FOR GRANTED THAT WE ALL THINK ETHICS IS A SERIOUS BUSINESS. I THINK I APPROACH THESE SORTS OF THINGS THAT YOU KNOW, WE CARE ABOUT IT, WE TEND TO CARE ABOUT IT FOR OUR OWN SAKE, YOU KNOW. WE WANT TO BE HONEST PEOPLE. WE WANT TO BE JUST PEOPLE. WE WANT OUR KIDS TO BE THOSE WAYS. BUT WHAT YOU HAVE TO SAY AT THE SAME TIME, EVEN THOSE WHO DON'T CARE, THEY HAVE A REASON TO CARE. SOCIAL MEDIA WE KNOW MAKES OUR LIVES PUBLIC ALMOST 24/7. SO, EVEN IF IT IS JUST KEEPING UP APPEARANCES, WE ALL HAVE A REASON, EVEN THE AMORALISTS HAVE A REASON TO CARE ABOUT MORALITY. I'M A PHILOSOPHER. AND I'M GOING TO BE A LITTLE BIT OF A PHILOSOPHER TODAY. THE THEME I'M EXPLORING REALLY IS SOCRATES, KNOW THYSELF, IN WHAT I HOPE CAN BE A HELPFUL CONTEXT. I WILL TALK ABOUT TWO KINDS OF ETHICAL CASES AND THE DIFFERENCE BETWEEN THEM. THIS IS A HUGE TOPIC IN MEDICAL ETHICS. I DON'T KNOW IF ANYBODY HAS HEARD OF AN INCIDENTAL LOAN. YOU GO TO THE DOCTOR AND YOU GET AN X-RAY AND YOU THINK YOU HAVE A CRACKED RIB. BUT THEY SEE SOME SORT OF THING ON THE X-RAY THAT SUGGESTS MAYBE SOMETHING GOING ON WITH YOUR LUNG. POSSIBLY YOU MIGHT HAVE LUNG CANCER. THAT IS AN INCIDENTAL FINDING. SO NOW COUPLE THAT WITH THE -- WITH GENOMICS AND HOW WE CAN SEQUENCE YOUR DNA. GIVE YOU THE WHOLE -- PEOPLE DO THAT. IT IS GETTING CHEAPER AND QUICKER TO DO THAT. WHAT HAPPENS IF YOU ARE GETTING A GENE SEQUENCE DONE, AND THEY'RE LOOKING AT IT FOR SOME REASON BUT THEN THEY HAPPEN TO SEE THAT YOU'RE PREDISPOSED FOR ALZHEIMER'S, LET'S SAY, OR SOME FORM OF CANCER, SOMETHING LIKE THAT. THAT IS AN INCIDENTAL FINDING ABOUT YOUR GENES. KNEW -- NOW HERE IS AN ETHICAL QUESTION. WHAT SHOULD THE MEDICAL PROFESSIONAL DO? SHOULD THE PERSON WHO FOUND THIS, SHOULD THEY TELL YOUR DOCTOR AND SHOULD YOUR DOCTOR TELL YOU? IT'S A HUGE ISSUE. OF COURSE THEY SHOULD TELL YOU, PATIENTS HAVE A RIGHT TO KNOW, HOWEVER, IMAGINE INSURANCE COMPANIES GETTING AHOLD OF THIS AND THE HARM THAT MIGHT COME TO PATIENTS IF THAT HAPPENS. THIS FINDING IS JUST SHOWING THERE IS SOME INCREASED OR DECREASED RISK, OKAY. SO, PEOPLE ARE DEBATING THIS IN THE MEDICAL AND ETHICS PROFESSION. THAT IS AN ETHICAL PROBLEM YOU MIGHT ENCOUNTER. CONSIDER ANOTHER TOTALLY DIFFERENT KIND OF CASE. IMAGINE LET'S SAY A 21, 22-YEAR-OLD RECENT COLLEGE GRADUATE, WORKED REALLY HARD, SUPER TALENTED PERSON, THEY'RE CONFRONTING A REALLY TOUGH JOB MARKET. THE NIGHT BEFORE IN THE WEE HOURS OF THE MORNING BEFORE TURNING INTO AN APPLICATION, THEY LOOK AT THE RESUME AND THEY THINK I'M GOING TO ADD THAT I GRADUATE WITH HONORS, BUT THEY DIDN'T. THEY'RE TEMPTED TO LIE ON THE RESUME.

THERE IS A -- OVER THE SUMMER, UK INSTITUTE, THEY PUT OUT GUIDELINES FOR UNIVERSITIES WITH REGARD TO LYING ON RESUMES, SHOWING ALL OF THE HORRIBLE THINGS THAT WILL HAPPEN TO YOU IF YOU LIE ON A RESUME, BECAUSE IT SPIKED THIS LAST YEAR IN THE UK. LYING ON RESUMES. JUST A HUGE SPIKE IN GETTING -- IN CASES OF PEOPLE GETTING CAUGHT DOING THAT. SO, THEY INSTITUTED THIS. I HAVE ENCOUNTERED THIS BEFORE. YOU KNOW, A STUDENT, NOT REALIZING, THEY'RE TEMPTED, NOT REALIZING HOW SERIOUS IT IS. THOSE ARE TWO CASES THAT WE HAVE. BOTH COULD CONFRONT US WITH AN ETHICAL PROBLEM. OKAY. I WANT TO DISTINGUISH BETWEEN WHAT I'M GOING TO CALL EASY ETHICAL PROBLEMS AND HARD ETHICAL PROBLEMS. OKAY. SO, NOTICE A DIFFERENCE BETWEEN THOSE TWO CASES. IN THE FIRST CASE, WITH THE MEDICAL STUFF, ACTUALLY HARD TO KNOW WHAT THE RIGHT THING TO DO IS FOR THE MEDICAL PROFESSIONAL OR THE DOCTOR. WE'RE DEBATING IT. WE DON'T KNOW THIS YET. WE DON'T REALLY HAVE MUCH OF A GRIP ON IT, PARTLY BECAUSE THE TECHNOLOGY IS NEW. A NEW KIND OF SITUATION. IN THE SECOND CASE, THOUGH, WITH THE KID LYING ON THE RESUME, THAT SEEMS TO BE, YOU KNOW, A CLEARER ANSWER. YOU'RE NOT SUPPOSED TO LIE AND IT'S WRONG TO DO THAT. BUT I THINK A LOT OF US, MAYBE NOT ALL OF US, BUT A LOT OF US COULD UNDERSTAND HOW ONE COULD BE TEMPTED IN THAT CASE TO DO THAT. SO, EASY PROBLEMS -- THIS IS ON YOUR HANDOUT, IF EVERYBODY HAS ONE. EASY PROBLEMS ARE ONES WHERE THERE SEEMS TO BE A CLEAR ANSWER. BUT UNDERSTAND THAT IT CAN BE A PROBLEM, BECAUSE IT'S HARD TO ACTUALLY DO THE RIGHT THING. OKAY. SO, WE MIGHT PUT THIS BY SAYING EASY CASES ARE DIFFICULT, NOT SO MUCH BECAUSE OF THE WORLD, BUT BECAUSE OF US. OKAY. WE'RE IMPERFECT IN VARIOUS WAYS. HARD PROBLEMS ARE LIKE THE FIRST ONE WHERE ANSWERS ARE JUST NOT SO CLEAR. WE'VE GOT GOOD ARGUMENTS ON BOTH SIDES AND WE MIGHT PUT THIS BY SAYING HARD ETHICAL CASES, CASES WHERE THE DIFFICULTY IS IN THE WORLD. NOT WITH US. OKAY. WE JUST DON'T HAVE A GOOD ANSWER. SO, NOW I THINK THIS KIND OF DISTINCTION BETWEEN EASY AND HARD ETHICAL SORTS OF PROBLEMS, THAT HOLDS WHETHER YOU AGREE ABOUT THE CASES. YOU MIGHT THINK THE MEDICAL CASE IS AN EASY ONE, A CLEAR ANSWER, BUT IN EITHER CASE, THIS DISTINCTION I THINK CAN BE HELPFUL. IN THE -- I'M GOING TO TRY NOT TO BE TOO ACADEMIC ABOUT THIS. ACADEMIC STUDY OF ETHICS, WE TRY TO UNDERSTAND THE RATIONAL BASIS, AND WHAT REASONS YOU CAN GIVE FOR -- WHAT ARE FUNDAMENTAL ETHICAL PRINCIPLES, IF THERE ARE ANY AT ALL? SO, AND WE DO THIS BY DEVELOPING ETHICAL THEORIES. I HAVE THIS ON THE HANDOUT. I'M NOT GOING TO TALK ABOUT THEORIES. THEORIES ARE OUTLOOKS THAT GET DEVELOPED BY PEOPLE WHO THINK A LOT AND CRITICALLY ABOUT IT. THREE ETHICAL OUTLOOKS THAT MIGHT BE HELPFUL. YOU'RE PROBABLY FAMILIAR WITH THEM. WE FIND THIS ALL OF THE TIME PEOPLE ENGAGING IN REAL-LIFE ETHICAL DEBATES. FIRST IS THE OUTLOOK WHERE YOU THINK OF THE MORALLY RIGHT THING TO DO IS ONE OF PRODUCTION. YOU'RE THINKING

SOMETHING IS GOOD, HAPPINESS, WELL BEING, AND YOU'RE TRYING TO MAKE AS MUCH OF IT AS YOU CAN. MORALLY RIGHT THING TO DO WHENEVER YOU ARE THINKING ABOUT IT, MOST BASIC FOUNDATIONAL LEVEL, IS TO PRODUCE AT LEAST AS MUCH WELL BEING OR HAPPINESS AS YOU CAN WITH YOUR ACTIONS. YOU ARE NOT JUST THINKING ABOUT YOURSELF, BUT EVERYBODY INVOLVED. THIS IS KIND OF A MILL IDEA, JOHN STEWART MILL, IDEA, GREATEST GOOD FOR THE GREATEST NUMBER. THAT MIGHT BE THE ETHICAL OUTLOOK THAT YOU HAVE. ANOTHER KIND OF ETHICAL OUTLOOK, ONE OF HONOR OR RESPECT, WHERE WE THINK ABOUT SITUATIONS IN TERMS OF RESPECTING WHAT'S VALUABLE. NOT TRYING TO MAKE A LOT OF IT. BUT RESPECTING IT. SOME PEOPLE THINK ETHICS IS FUNDAMENTALLY ABOUT, FOR EXAMPLE, LETTING PEOPLE LIVE THEIR LIFE. GIVING THEM THE FREEDOM TO MAKE THEIR CHOICES AND RESPECTING THAT FREE FROM INTERFERENCE. THIS OUTLOOK WILL EMPHASIZE MORAL RULES, RULE FOLLOWING AND YOU MIGHT SAY RIGHTS. RIGHTS -- TYPICALLY SEEMS TO BE BASED IN THE SECOND SORT OF OUTLOOK. THERE IS A THIRD KIND OF MORAL OUTLOOK WHERE YOU THINK OF ETHICS IN TERMS OF SOMETHING LIKE SELF-REALIZATION, DEVELOPING YOURSELF. TYPICALLY WE THINK ABOUT THIS AS DEVELOPING OUR CHARACTERS, MAKING OURSELVES BETTER PEOPLE BY DEVELOPING BETTER CHARACTER TRAITS AND CONTEMPORARY ETHICS, DEVELOPING THE VIRTUES, AND THE IDEA YOU HAVE SOME CONTROL OVER WHO YOU BECOME. PARENTS HAVE SOME MEASURE OF CONTROL OVER THE KINDS OF PEOPLE THAT THEIR CHILDREN BECOME. POTENTIALLY LEGISLATORS AND PEOPLE IN THE -- THAT ARE INVOLVED WITH THE PUBLIC HAVE SOME, MAYBE, INFLUENCE OVER THE TYPES OF PEOPLE THEY BECOME. BUT THE IDEA IS THAT ETHICS IS REALLY ABOUT DEVELOPING SOMETHING LIKE GOOD CHARACTER TRAITS. OKAY. SO, I THINK WE SEE THIS WHEN WE THINK ABOUT ALL KINDS OF DEBATES ABOUT ETHICS. PEOPLE APPEAL TO GOOD CONSEQUENCES, HAPPINESS, RIGHTS, APPEAL TO PEOPLE HAVING -- BEING DISHONEST, CHARACTER TRAITS, THINGS LIKE THAT. SO, NOW, ONE THING I WANT TO SAY MOST PEOPLE WHO WORK IN ETHICS, PEOPLE LIKE ME NOW DON'T THINK THAT ONE OF THESE HAS TO BE THE CORRECT VIEW. SO, THERE IS -- THESE ARE DIFFERENT WAYS OF LOOKING AT ETHICAL PROBLEMS. WHERE THEY CONFLICT, THAT IS A BIG ISSUE, BUT THEY OFTENTIMES DON'T CONFLICT. A DIFFERENT BASIS FOR OUR ETHICAL FOUNDATION. ONE THING I WANT TO POINT OUT ABOUT ALL OF THOSE OUTLOOKS, THEY HAVE ONE THING IN COMMON. THEY EMPHASIZE THE IDEA OF IMPARTIALITY. THE ETHICAL OUTLOOK IS BEING IMPARTIAL. WHERE IMPARTIAL MEANS -- IMPARTIALITY HAVING THE OUTLOOK, YOU DON'T TREAT THINGS DIFFERENTLY UNLESS THERE IS A RELEVANT DIFFERENCE. I DON'T TREAT TWO PEOPLE -- NON-HUMAN ANIMALS MIGHT FALL INTO THIS, BUT I DON'T TREAT TWO BEINGS DIFFERENTLY UNLESS THERE IS A RELEVANT DIFFERENCE. THAT'S THE FUNDAMENTAL IDEA OF IMPARTIALITY. SO, NOW, THERE IS LOTS OF DEBATES ABOUT WHAT COUNTS AS RELEVANT DIFFERENCES IN ANY PARTICULAR CIRCUMSTANCE, BUT THAT'S THE BASIC

IDEA. SO, THE -- THE IDEA THAT ALL OF THESE OUTLOOKS HAVE IN COMMON WHEN YOU'RE BEING IMPARTIAL, YOU'RE THINKING ABOUT SHARED VALUES. WHAT YOU'RE TRYING TO DO, WHETHER YOU ARE TALKING ABOUT INTERNALLY IN A GROUP OR YOU'RE TALKING ABOUT HOW A GROUP INTERACTS WITH SOME GROUP EXTERNAL TO IT, WHEN YOU'RE IMPARTIAL, YOU'RE TRYING TO THINK ABOUT WHAT VALUES YOU SHARE. THAT'S THE IDEA. AND MOST IMPORTANTLY, YOU'RE TRYING TO ARTICULATE THOSE VALUES. IMPARTIALITY IN PRACTICE ISN'T JUST ARTICULATING NEARLY YOUR OWN VALUES, BUT SHARED VALUES. OKAY. SO, HERE IS WHAT I WANT TO SUGGEST. ALL OF THAT IS KIND OF LIKE BACKGROUND, LOTS OF INTERESTING THINGS WE CAN TALK ABOUT. I WANT TO SUGGEST THAT MAKING ONE'S VALUES EXPLICIT HELPS WITH BOTH EASY PROBLEMS AND HARD PROBLEMS AND I THINK IN REALLY INTERESTING WAYS THERE IS ALL KINDS OF PSYCHOLOGICAL EVIDENCE FOR THIS. IT IS NOT KNOCKED DOWN, BUT GOOD PSYCHOLOGICAL EVIDENCE, ARTICULATING, NOT TRYING TO HAVE THE RIGHT VIEW, BUT ARTICULATING YOUR VALUES HELPS WITH BOTH THE EASY PROBLEMS AND HARD PROBLEMS. LET ME SAY SOMETHING ABOUT THAT. THE EASY PROBLEMS, PROBLEMS WHERE THE ISSUE IS WITH US IN SOME SENSE. NOT THE WORLD. I TAKE IT AS A GOOD GUIDING RULE IN ETHICS THAT BECAUSE WE'RE ALL IMPERFECT, IN SO MANY WAYS, A GOOD AIM IS TO JUST TOO TRY TO LIMIT THE EASY PROBLEMS THAT YOU HAVE. OKAY. SO, HOW COULD YOU DO THAT? WELL, ONE STRATEGY WOULD BE TO WORK YOUR -- WORK TO MAKE YOUR VALUES EXPLICIT. OKAY. BOTH TO YOURSELF AND TO THOSE AROUND US. SO, THE IDEA WOULD BE IF WE DO THAT, AGAIN, THERE IS INTERESTING PSYCHOLOGICAL EVIDENCE FOR THIS. IF WE DO THAT, WE'RE MORE LIKELY TO OVERCOME INTERNAL OBSTACLES TO DOING THE RIGHT THING. IF I HAVE ARTICULATED MY VALUES, IT JUST -- MY MOTIVATION TO DO WHAT I REASON TO BE THE RIGHT THING OR THINK TO BE THE RIGHT THINK, MY MOTIVATION IS BETTER. STUDY WITH KIDS, SOME ADULTS THAT SUPPORTS THIS. SECOND WAY, WITH EASY PROBLEMS, AND THIS IS A BROAD CLAIM, EASY PROBLEMS TEND TO BE RELATED. ONE LIE LEADS TO ANOTHER LIE. WE ALL KNOW THAT. THAT'S, YOU KNOW, COMMON. THE PROBLEMS STACK UP AND THEY STACK UP SUPER QUICKLY. IF YOU CAN LIMIT THE EASY PROBLEMS, YOU PROBABLY ARE GOING TO LIMIT THE SNOWBALL EFFECT. SO, LET'S MOVE TO THE HARD PROBLEMS. HOW DOES ARTICULATING ONE'S VALUES HELP YOU DEAL WITH THE HARD PROBLEMS? NOW, I THINK -- I THINK IT IS PROBABLY HARD FOR ANY OF US TO AVOID HARD PROBLEMS, ESPECIALLY LIKE YOU GUYS, YOU'RE ENGAGED SOCIALLY IN THE WORLD. YOU HAVE TO AVOID HARD PROBLEMS. I TAKE IT, AND THIS IS ON OF THE HANDOUT, I THINK THERE ARE TWO BENEFITS TO ARTICULATING ONE'S VALUES WHEN IT COMES TO HARD PROBLEMS. THE FIRST IS THAT EVEN THOUGH MOST ETHICISTS WILL SAY THERE IS NOT ONE CORRECT THEORY OR ONE CORRECT WAY OF APPROACHING ETHICS, THAT DOESN'T MEAN YOU'RE LEFT IN THE DARK WHEN IT COMES TO MAKING ETHICAL DECISIONS. IF YOU CAN ARTICULATE YOUR VALUES, YOU GET SOME GUIDANCE, EVEN IF

IT IS NOT PERFECT. AND IT WON'T BE PERFECT. WE DO GET SOME GUIDANCE. IT HELPS TO NOT LEAVE YOU STUCK IN THE DARK. OKAY. THE SECOND WAY, AND I THINK THESE ARE POINTS A, B, AND C, IF WE MAKE OUR VALUES MORE EXPLICIT TO OURSELVES AND THOSE AROUND US, BETTER EQUIPPED TO HANDLE INTERNAL AND EXTERNAL CONFLICTS. THREE WAYS ON THE HANDOUT THAT I THINK WE'RE ABLE TO MANAGE CONFLICT BETTER. THE FIRST IS WE'RE BETTER EQUIPPED TO SETTLE MISUNDERSTANDINGS. A LOT OF TIME PEOPLE CLAIM THERE ARE MISUNDERSTANDINGS WHEN THERE AREN'T BUT THERE CAN BE MISUNDERSTANDINGS. IF SOMEBODY ARTICULATES WHAT THEIR VALUES ARE AND IF SOMEBODY MISUNDERSTANDS WHY THEY'RE DOING WHAT THEY'RE DOING, YOU CAN EXPLAIN THIS IS WHAT I'M TRYING TO DO. ALSO YOU CAN RESPOND TO INTERNAL DISAGREEMENTS, IF OUR VALUES HAD BEEN ARTICULATED, THEN WE CAN MANAGE THOSE SORTS OF INTERNAL DISAGREEMENTS. AND INTERESTINGLY, I THINK I'M GOING TO END UP FOCUSING ON -- I'M GOING TO KIND OF SAY SOMETHING ABOUT THIS WITH A COUPLE OF EXAMPLES, BUT YOU CAN ALSO RESPOND TO EXTERNAL DISAGREEMENTS WHEN YOU CRITICIZE. SO, YOU CAN RESPOND TO ETHICAL CRITICISMS OF YOUR CHOICES IN WAYS THAT SHOW YOU'RE BEING A RESPONSIBLE PERSON. EVEN IF YOU'RE CRITICIZABLE. IF SOMEONE CRITICIZES YOUR BEHAVIOR, SOMETHING YOU DID OR A POLICY OR SOMETHING LIKE THAT, IF THE VALUES ARE ARTICULATED, AND I MEAN SOME DEGREE OF ARTICULATION, EVEN IF YOU ARE STILL CRITICIZABLE, YOU'VE GOT SOMETHING TO SAY THAT SHOWS YOU'RE BEING RESPONSIBLE EVEN IF YOU HAVE MADE SOME MISTAKES. SO, THIS IS ALL A WAY OF SAYING THAT -- I MEAN, I'M TRYING TO SUMMARIZE WHAT I TAKE TO BE WHAT A LOT OF ACADEMICS THAT STUDIED ETHICS WOULD SAY ABOUT THE PRACTICAL SPHERE OF ETHICS AND IT IS A WAY OF SAYING THAT ETHICS IS JUST CONFIRMING SOCRATES' VIEW THAT YOU SHOULD KNOW THYSELF, SHOULD KNOW YOUR VALUES TO HELP YOURSELF, TO GUIDE YOURSELF TO MAKE GOOD DECISIONS AND ALSO FROM A PR PERSPECTIVE YOU MIGHT DO THAT. SO, THAT IS SORT OF THE OVERALL STUFF. I BROUGHT TWO CASES THAT I THOUGHT MIGHT BE INTERESTING TO DISCUSS. AND JUST IN THE FIRST -- IN FACT, I HEARD THE NFL STUFF WAS ON NPR WHEN I WAS DRIVING OVER. BUT I'M CALLING THE FIRST CASE THE CYNICAL CASE, BECAUSE THE WAY I'M THINKING ABOUT THE NFL CASE IS, YOU KNOW, HOW COULD ARTICULATING VALUES HELP EVEN THOSE WHO DON'T CARE? AND SO IT IS CYNICAL BECAUSE I'M JUST ASSUMING, AND I WILL SAY MORE ABOUT THIS, BUT I'M ASSUMING THAT THE NFL DIDN'T CARE THAT MUCH. BUT I MIGHT BE WRONG ABOUT THAT. OKAY. LET'S ASSUME THEY DON'T CARE. SO, WE MIGHT THINK, YOU KNOW, WHY WERE SO MANY PEOPLE SO UPSET WITH ROGER GOODSELL'S PRESS CONFERENCE, HIS HANDLING OF THIS? HOW COULD ARTICULATING HIS AND THE NFL'S VALUES MUCH EARLIER HAVE HELPED THEM? LET ME FIRST TAKE -- DO AN OPTIMISTIC SPIN ON THIS, ON THE NFL. I'M GOING TO ASSUME YOU CAN'T CHANGE THE VIOLENT CULTURE OF THE NFL OVERNIGHT. YOU CAN'T MAKE THAT STOP. YOU ARE



THE COMMISSIONER OF THE NFL, AWARE OF THESE SORTS OF PROBLEMS, THE OPTIMISTIC SPIN ON THIS IS IF THEY HAD MUCH EARLIER THOUGHT ABOUT THEIR VALUES, THEY WOULD HAVE -- THEY WOULD HAVE COME UP WITH LOTS OF REASONS WHY THIS CULTURE OF VIOLENCE COULDN'T CONTINUE AND THEY WOULD HAVE AT LEAST HAD SOME --

Commissioner Smith: YOU MEAN DOMESTIC VIOLENCE OR --

Dr. Martinez: WELL, IT'S -- WHAT I HAVE BEEN SEEING IN THE MEDIA IS THERE IS A CULTURE OF VIOLENCE AND THAT -- WHO -- ON AND OFF THE FIELD. THE WHOLE CULTURE IN THE NFL IS A VIOLENT ONE. WHAT HAPPENS IS THESE GUYS COMMIT -- THEY ACT THAT WAY IN THEIR PERSONAL LIFE.

Commissioner Smith: AND IT IS -- YOU CAN'T CHANGE WHAT -- FOOTBALL IS FOOTBALL. YOU CAN'T CHANGE WHAT FOOTBALL IS, BUT WHAT YOU DO OFF THE FIELD IS PROBABLY A REFLECTION OF WHAT YOU ARE DOING WHEN YOU ARE TOLD TO BE THIS VIOLENT PERSON AND TRYING TO MIX THIS THING UP.

Dr. Martinez: THE OPTIMISTIC SPIN IS LIKE COULD THEY HAVE DONE ANYTHING? LET'S SAY TWO, THREE, FOUR, FIVE, 10 YEARS AGO THEY STARTED TO ACTUALLY TAKE THIS SERIOUSLY, COULD THEY HAVE DONE ANYTHING? AND, SO, YOU KNOW, YOU COULD APPLY A KIND OF UTILITARIAN -- LOOK AT ALL OF THE PEOPLE THAT ARE GOING TO SUFFER. FIRST AND FOREMOST, VICTIMS OF DOMESTIC VIOLENCE, YOU KNOW, KIDS, WOMEN, MEN, WHOEVER WE'RE TALKING ABOUT. THE BIG, BROAD, UTILITARIAN LIKE VIEW. THINGS LIKE YOU'RE NOT RESPECTING THE VICTIMS OF DOMESTIC VIOLENCE, NOT ONLY THAT, BUT POSSIBLY YOU'RE NOT TAKING YOUR POSITION, YOUR ROLE AS COMMISSIONER SERIOUSLY. THE THIRD KIND OF OUTLOOK, I THINK, IS REALLY INTERESTING. I DON'T KNOW IF IT IS PERSUASIVE. WHAT WOULD A VIRTUOUS NFL COMMISSIONER LOOK LIKE? THAT IS TO THINK ABOUT YOUR ROLE -- NOT SO MUCH TO THINK ABOUT CONSEQUENCES OR RIGHTS, BUT WHAT WOULD -- THIS IS LIKE -- I DON'T KNOW IF ANYONE HAS EVER READ THE BOOK REALLY BIG IN THE '90s. IF ARISTOTLE RAN GENERAL MOTORS. HERE IS A WAY OF THINKING ABOUT ETHICS. THINK OF YOUR ROLE. THINK ABOUT YOUR ROLE AND ASK YOURSELF WHAT WOULD A VIRTUOUS PERSON IN THIS ROLE LOOK LIKE? NOT DITCH THE ROLE BUT MAKE THE ROLE IMPROVE. WHAT A LOT OF PEOPLE REALIZE WHEN THEY LOOK AT THEIR ROLE, ROLE OF -- WHATEVER, THEN THAT ROLE BRINGS WITH IT CERTAIN KINDS OF IDEALS OR VALUES THAT YOU CAN REALIZE. OKAY, SO, THAT'S JUST A SUGGESTION TO THINK ABOUT THE NFL. WHAT COULD -- IF THEY HAD ARTICULATED THEIR VALUES OR HOW COULD ARTICULATING THEIR VALUES, HOW COULD THAT HAVE IMPROVED THINGS FOR THE NFL? THAT IS MY QUESTION FOR YOU.

Commissioner Bailey: IS IT ISSUE OF VALUE ARTICULATION, OR THE WAY IT

PLAYED OUT, ILLUSTRATED A VALUE SET OUT OF STEP WITH SOCIETAL NORMS. IF YOU ARE ARTICULATING A VALUE STEP THAT IS OUT OF STEP, TIMING OF ARTICULATION PROBABLY DOESN'T MATTER. ARE YOU ASKING ABOUT TIMING OR THE ACTUAL VALUE SET?

Dr. Martinez: RIGHT, I THINK IF WE TAKE THE VALUE STEP TO BE OUT OF STEP WITH WHAT MOST OF US THINK, THE IDEA THAT THE NFL HAS BAD VALUES.

Commissioner Bailey: I THINK GOODELL HAS BAD VALUES.

Dr. Martinez: AND YOU MIGHT BE ABLE TO SAY THAT. SO, RIGHT NOW, YESTERDAY, OR THE DAY BEFORE, I SAW IN THE NEWS, GOODELL WENT TO DOMESTIC VIOLENCE SHELTERS. OUR VIEW OF THAT WOULD BE -- THAT'S JUST -- HE --

Commissioner Shiprack: A HAT TRICK.

Dr. Martinez: YEAH. NOW, AGAIN, THE PESSIMISTIC VIEW IS EVEN IF YOU'RE AN AMORALIST, YOU SHOULD TAKE THE LONG VIEW AND THINK ABOUT ARTICULATING THOSE VALUES MUCH EARLIER. LOOK, JUST THINK ABOUT THE GREEDY CEO OR SOMEBODY LIKE THAT, THEY SHOULD STILL CARE ABOUT ETHICS BECAUSE HE COULD HAVE AVOIDED THAT. OPTIMISTIC VIEW IS THEY JUST WEREN'T THINKING ABOUT ETHICS. AT LEAST SOME OF THOSE PEOPLE. ARE THEY ALL BAD PEOPLE --

Commissioner Smith: IT'S THE MONEY.

Dr. Martinez: COULD BE JUST PURELY MONEY.

Commissioner Smith: YOU HAVE TO TREAT EVERYTHING THE SAME -- I GO FURTHER THAN THAT. I GO BACK TO THE MICHAEL VICK. TO ME, IF YOU WERE TO ASK ME MY POSITION ABOUT ROGER GOODELL, I DON'T THINK HE CARES MUCH ABOUT WOMEN. I THINK HE CARES MORE ABOUT PETS THAN HE CARES ABOUT WOMEN BECAUSE HE SENT MICHAEL VICK TO JAIL FOR MANY YEARS ABOUT PETS. HE KNEW -- IF HE DID NOT KNOW THAT THAT LADY WAS KNOCKED UNCONSCIOUS, THEN HE WASN'T DOING HIS JOB. HIS PEOPLE KNEW THAT. AND THEY KNEW IT FOUR MONTHS AGO. AND, SO, WHAT THEY TRIED TO DO IS SWEEP IT UNDER THE RUG. THEY HAD MADE RECORD PROFITS IN THE LAST THREE YEARS. HIS SALARY IS \$3 MILLION A YEAR. BUT WITH HIS BONUSES AND THE TV STUFF, HE MAKES \$44 MILLION A YEAR. HE MAKES MORE MONEY THAN ANY PLAYER ON THAT FIELD, AND, NO, HE DOES NOT WANT TO LOSE THAT JOB. AND, SO FOR ME, IF IT DIDN'T -- IF THERE WASN'T A BIG OUTCRY ABOUT THAT, SEE I THINK IT IS ABOUT HIM PERSONALLY BECAUSE HE TOOK IT VERY PERSONAL WITH MICHAEL VICK ABOUT, YOU KNOW, DOGS. A WOMAN GETTING KNOCKED DOWN, EVEN WITH

THE FIRST VIDEO WHEN THEY WERE SPITTING AND HITTING, THAT WAS -- AND THEN WHEN HE -- THE FIRST VIDEO SHOWED HER DRAGGING HIM OUT BUT THEY DIDN'T SEE THE KNOCK OUT. HOW CAN YOU LOOK AT THE DRAG OUT -- THIS LADY IS PASSED OUT. SO, YOU MEAN TO TELL ME THAT WASN'T ENOUGH FOR YOU TO SAY OH MORE THAN TWO GAMES OR A YEAR SUSPENSION? YOU SEND MICHAEL VICK TO JAIL FOR THREE YEARS AND HE IS SUSPENDING -- I MEAN, I DON'T THINK HE CARES ABOUT WOMEN. I THINK HE CARES ABOUT THE MALE OWNERS WHO ARE GETTING RECORD PROFITS AND IF PEOPLE DIDN'T COME OUT THE WAY THEY DID -- ESPN, THEY -- BECAUSE ONE OF THE ANNOUNCERS A COUPLE OF DAYS AGO, HE GOT PUT OUT FOR TWO, THREE WEEKS BECAUSE HE SAID ROGER GOODELL IS LYING. HE DID KNOW ABOUT THIS. AND WHEN HE FIGURED IT OUT IT WAS -- THE CAT WAS OUT OF THE BAG, HE TRIED TO DOUBLE BACK AND SAY FROM TWO GAMES TO SIX GAMES.

Dr. Martinez: YEAH. SO, THE IDEA IS THE CRITICISM IS DOUBLE. YOU SHOULD -- HE IS CRITICIZABLE BOTH FROM THE ETHICAL PERSPECTIVE AND FROM THE PURELY SELF-INTEREST PERSPECTIVE. IT IS BOTH MORALLY, WHICH IS WHAT I THINK, AGAIN, MOST OF US DO CARE ABOUT THE MORAL, MAINLY THE MORAL CONSIDERATIONS, BUT WE HAVE TO TAKE SERIOUSLY IN OUR SOCIETY, THERE ARE PEOPLE WHO DON'T LIKE ROGER GOODELL. THE IDEA OF INTERNAL CRITICISM, EVEN FROM WITHIN HIS MESSED UP VALUES.

Commissioner Shiprack: I'M GOING TO BE AT A REAL WEAK POINT IN THIS DISCUSSION, BECAUSE YOU'RE A PROFESSIONAL PHILOSOPHER AND I'M JUST AN AMATEUR, BUT THAT BEING SAID --

Dr. Martinez: YEAH, YEAH. [LAUGHTER]

Commissioner Shiprack: YOU KNOW, WHERE IS YOUR POINT OF REFERENCE? WE LIVE IN A SOCIETY WHERE THE NFL, WHERE THIS GUY MAKES \$44 MILLION A YEAR, AND RECORD PROFITS OVER THE LAST THREE YEARS, COMMON KNOWLEDGE, IS A NOT-FOR-PROFIT ORGANIZATION, EXEMPT FROM PAYING ANY TAXES BECAUSE CONGRESS HAS GIVEN THEM AN EXCLUSIVE LINE IN THE TAX CODE. SO, WHERE IS OUR POINT OF REFERENCE? WE'VE ALREADY ESTABLISHED THAT THIS IS A GREATER RACE OF MEN. THERE ARE NO WOMEN OUT THERE WITH HELMETS AND PADS ON CHEST BUMPING AND HITTING EACH OTHER IN THE HEAD FOR GOOD FUN BECAUSE THEY DID SOMETHING MARVELOUS ON THEIR FIELD, WHICH IS, YOU KNOW, LIKE GLADIATOR ENTERTAINMENT. THE WHOLE FUNDAMENTAL BASIS, BOTH FROM THE FANS' OUTLOOK AND FROM THE PARTICIPANTS IS THE VIOLENCE. SO, THEIR COMMISSIONER IS IN THE BALANCE POSITION WHERE IF HE SAID, OH, YOU KNOW, I AM TOTALLY OPPOSED TO VIOLENCE. HE WOULD LOSE THAT RESPECT OF THE PEOPLE WHO ARE RESPONSIBLE FOR HIS \$44 MILLION PAYCHECK. I MEAN, I JUST THINK THAT YOU CAN'T DISCUSS THIS CASE AS IF YOU WERE STARTING FROM ANY KIND OF MORAL PRINCIPLE.

Commissioner Bailey: I DON'T KNOW IF YOU'RE SAYING THIS OR NOT, BUT I'M HEARING YOUR QUESTION, AN ASSUMPTION THAT THERE IS A STATIC VALUE SET THAT DOESN'T CHANGE. IF YOU ARE ARTICULATED IT AT ONE POINT IN TIME YOU ARE ARTICULATING THE SAME VALUE SET AT ANOTHER POINT IN TIME. SOMEBODY ASKED ME ONCE AS I WAS GETTING READY TO LEAVE THE LEGISLATURE ONE OF THE BIGGEST THINGS I LEARNED IN THE LEGISLATURE, MY BACKGROUND AND TRAINING IS IN ECONOMICS, DESPITE MY TRAINING IN ECONOMICS, YOU THINK I WOULD UNDERSTAND BETTER THE EXTENT TO WHICH INCENTIVES HAVE AN EFFECT ON HUMAN BEHAVIOR. AND I UNDERESTIMATE IT ALL OF THE TIME. RIGHT. AND DON'T REALLY -- HAVEN'T REALLY FULLY WRAPPED MY HEAD AROUND IT. AND WHAT HAS BEEN CALLED THE POWER OF THE SITUATION. IS ROGER GOODELL A BAD PERSON? I DON'T KNOW. I CAN'T JUDGE IT. HE PROBABLY IS A GREAT DAD OR HUSBAND OR WHATEVER. HE PROBABLY HAS GIVEN TO CHARITY AND DONE ALL SORTS OF DIFFERENT THINGS. IN THAT PARTICULAR SITUATION, DID THE INCENTIVES AT THE TIME ALTER HAS VALUE SET IN A WAY THAT LED TO OUTCOMES THAT ARE OUT OF STEP WITH WHAT WE FEEL WOULD BE ETHICAL OUTCOMES? FROM THE EVIDENCE PRESENTED IN THE MEDIA, THAT SEEMS TO BE THE CASE. AND, SO, I GUESS I'M STRUGGLING TO UNDERSTAND HOW AN ARTICULATION OF VALUES AT ONE POINT IN TIME SETS A COMMITMENT STRATEGY THAT IS IRONCLAD ENOUGH THAT IT DEFENDS AGAINST THOSE INCENTIVES COMING IN.

Dr. Martinez: YEAH, I DON'T THINK IT IS IRONCLAD. IT'S ONE STRATEGY FOR TRYING TO -- SO, YOU KNOW, FIRST OF ALL, I DON'T THINK IT'S STATIC. SO, WHAT OUR VALUES ARE CHANGE AND THEY MIGHT CHANGE FOR THE BETTER. YOU KNOW, I THINK -- WE HOPE THEY CHANGE FOR THE BETTER. SO, IT'S WORTH REARTICULATING. THAT'S WHY WE CAN'T GIVE UP ON THE PROCESS OF CONTINUING TO REVISIT OUR VALUES. AND THE STRATEGY IS TO ARTICULATE THEM AS BEST WE CAN. AND, AGAIN, IT'S ONGOING. AS ONE STRATEGY FOR HAVING BETTER MOTIVATION INTERNALLY AND BETTER ALIGNMENT WITH THE VALUES OF THE SOCIETY THAT WE LIVE IN. IF YOU REJECT THE VALUES OF THE SOCIETY YOU LIVE IN, YOU ARE IN A REAL MESS. MY GUESS IS MOST OF US REJECT SOME AND ACCEPT OTHERS. WE CRITICIZE OUR SOCIETY AND THINK SOME GOOD VALUES -- NOT ALL OF US, BUT MOST OF US SEE SOMETHING WORTH DEFENDING IN TERMS OF VALUES, AND OTHER THINGS WORTH CRITICIZING. AND SO THEN THE IDEA IS THAT WE DON'T START -- IT'S NOT STATIC. WE DON'T START FROM NO WHERE. WE START FROM WHAT WE HAVE. WHAT'S THAT? MORALITY OF OUR SOCIETY AND TRY TO IMPROVE IT. SLAVERY IS A GREAT CASE FOR THIS. PEOPLE WERE LIKE IT IS NOT GOING TO CHANGE. ARGUABLY, THERE WERE SOME, YOU KNOW, THERE WERE SOME VALUE -- PEOPLE LATCHED ON TO VALUES INTERNAL TO THE SOCIETY AND USED THAT AS A WEDGE TO ARGUE AGAINST -- THAT IS THE KIND OF -- SO THE OUTCRY IN THE CASE OF THE NFL

FROM A TRYING TO MAINTAIN AN OPTIMISTIC PERSPECTIVE, PEOPLE CRITICIZING THE NFL IS A GOOD THING, GOOD FIRST STEP TOWARDS DOING THIS. HOPEFULLY IT WILL GET THEM TO TRY TO ARTICULATE VALUES MORE AND POSSIBLY GIVEN OUR PSYCHOLOGY, THAT THERE HAVE SOME IMPACT, SLOWLY OVER TIME MAYBE SOMETHING WILL CHANGE. OKAY.

Vice-Chair McKeel: I GUESS I WOULD ADD, I WOULD BE CURIOUS WHEN HIS VALUES WERE SET AROUND THIS KIND OF ISSUE. BECAUSE, IN OUR -- MY CHILDREN ARE GROWN, SO I'VE SEEN THIS ALL THROUGH ALL LEVELS OF SPORTS IN PARTICULAR. YOU KNOW, THE SPORTS STAR IS FORGIVEN EVERYTHING FROM LITTLE ON UP. AND, SO, I GUESS I DON'T KNOW ANYTHING ABOUT HIS FAMILY OR HIS BACKGROUND OR ANYTHING, BUT I GUESS I WOULD QUESTION WHEN THAT VALUE WAS SET IN HIS MIND TO THINK THAT'S OKAY THAT YOU LET A SPORTS STAR DO WHAT THEY DO. BECAUSE IT'S ABOUT THE WIN. AND THAT STARTS VERY YOUNG.

Dr. Martinez: YEAH.

Chair Kafoury: SPORTS STAR GETS AWAY WITH EVERYTHING -- SCHOOL TRIES TO DEAL WITH INSTITUTING GRADES, STANDARDS --

Ms. Hein: AND I'M SORRY, I HAVE TO ASK DR. MARTINEZ TO START TO WRAP UP.

Commissioner Smith: KIND OF LIKE THE COUNTY, THERE ARE THINGS THAT HAPPEN IN THE COUNTY THAT WE CAN'T -- I COMMIT TO SOME THINGS THAT HAPPEN, AND I'M LIKE WHY DIDN'T WE GET RID OF THEM? THEY WERE PROTECTED BY THE UNION, WE COULDN'T. JUST AS FOLKS IN MULTNOMAH COUNTY ARE PROTECTED -- OUR VALUES MIGHT SAY WELL, THAT PERSON MIGHT NEED TO GO, BUT BECAUSE OF THE WAY WE'RE SET UP, THEY CAN'T BECAUSE THEY'RE PROTECTED BY THE FIRST OFFENSE, SECOND OFFENSE, THIRD OFFENSE, IN THEIR CONTRACT, JUST LIKE THE NFL, THEY'RE PROTECTED BY THEIR PLAYERS' UNION AND THEY DICTATE WHAT HAPPENS TO YOU WITH A PARTICULAR OFFENSE. SO, THIS PARTICULAR OFFENSE AROUND DOMESTIC VIOLENCE GOES ALL OF THE WAY BACK. SO, IT HAS JUST -- IT HAS NEVER BEEN UPDATED. THE THING ABOUT SLAVERY IS SLAVERY -- IT DIDN'T END BECAUSE IT WAS THE WRONG THING TO DO. IT WAS ABOUT ECONOMICS.

Dr. Martinez: RIGHT.

Commissioner Smith: JUST LIKE THIS. THIS IS ABOUT ECONOMICS. WE CAN'T TAKE THOSE FOLKS OFF OF THE FIELD BECAUSE THEY'RE THE ONES WHO SELL THE JERSEYS, THEY'RE THE ONES WHO BRING THE PEOPLE INTO --

Dr. Martinez: I HAD A DIFFERENT CONCLUSION, BUT THIS -- THIS IS REALLY INTERESTING. I WISH I COULD TALK TO YOU GUYS MORE. BUT WHAT I'M -- I THINK A WAY TO SUM UP WHAT I'M TRYING TO SAY, IF IT IS HELPFUL AT ALL, WHEN YOU THINK ABOUT THE CASES YOU'RE BRINGING UP, ECONOMIC AND STUFF LIKE THAT, THAT CAN HAVE A TENDENCY TO AFFECT PEOPLE AND MAKE THEM THINK -- IT IS NOT AN ETHICAL WORLD. I CAN'T -- I SHOULDN'T START -- I WANT TO RESIST THAT. I WANT TO SAY THAT EVEN IF IT WAS ECONOMIC, THAT THE ARGUMENTS AND THIS IS A BIG AREA OF DEBATE, BUT THE ARGUMENTS MAKE A DIFFERENCE AND STILL TRYING TO HAVE GOOD VALUES IS WORTH IT. EVEN IF WHAT IS ATTACKING THE NFL IS ECONOMICS AND THAT FORCE IS POWERFUL, THAT DOESN'T MEAN THAT WE OUGHT TO NOT TRY TO COME UP WITH SOMEWHAT ORDERED, YOU KNOW, SUPPORTIVE -- WE SHOULDN'T COMING UP WITH REASONS WHY THIS IS MORALLY JUSTIFIABLE AND THIS ISN'T. WE SHOULD STILL DO THAT. REASONS AREN'T COMPLETELY --

Commissioner Bailey: IT SEEMS LIKE IT IS ESPECIALLY IMPORTANT THAT WE ARE ABLE TO ARTICULATE OUR VALUE SET BECAUSE YOU COULD ARGUE THAT ONE OF THE CORE FUNCTIONS OF GOVERNMENT IS TO HAVE A -- IS TO ARTICULATE A COLLECTIVE VALUE SET AT A PARTICULAR MOMENT IN TIME FOR SORT OF ETHICAL RULES OF ENGAGEMENT, RIGHT.

Vice-Chair McKeel: UH-HMM.

Dr. Martinez: YEAH, THAT --

Ms. Hein: SO -- THERE IS A LOT MORE, OBVIOUSLY, A LOT MORE TO BE SAID ABOUT THIS. YOU HAVE ONE MINUTE TO WRAP IT UP OR --

Dr. Martinez: WELL, NO, AGAIN, I WAS GOING TO SAY SOMETHING MORE ABOUT THE IMPORTANCE OF MOTIVATION FOR ARTICULATING VALUE BECAUSE THAT'S WHAT SORT OF WE FOCUS ON IN ACADEMIA, INTERESTING TO SEE HOW THE MOTIVATION IMPROVES, SHARING IMPROVES WHEN PEOPLE SAY WHY SHARING IS IMPORTANT AND STUFF LIKE THAT. BUT I TAKE THE POINT -- IT IS NOT GOING TO HAPPEN IN THE NFL.

Vice-Chair McKeel: RIGHT. AND I THINK AT THE COUNTY, IT'S IMPORTANT FOR US TO ARTICULATE OUR VALUES BECAUSE THEN OUR DEPARTMENTS, ALL OF OUR PEOPLE KNOW WHAT OUR VALUES ARE, AND THAT HELPS THEM TO ADDRESS THE BUDGET WHEN IT COMES TIME FOR BUDGETING. IT HELPS THEM TO ADDRESS WHAT KIND OF INFORMATION WE'RE GOING TO WANT WHEN IT COMES BACK TO THE VALUES THAT WE AS A BOARD ARTICULATE.

Dr. Martinez: YEAH.

Vice-Chair Shiprack: AND I DID HEAR NPR -- I HEARD WHAT IS GOING TO BE THE CHANGE IN FOOTBALL. IS WHETHER MOTHERS LET THEIR SONS PLAY FOOTBALL. THAT IS WHAT IS GOING TO CHANGE THE CULTURE.

Ms. Hein: THANK YOU VERY MUCH.

Dr. Martinez: THANKS FOR LETTING ME HAVE THIS TIME.

Ms. Hein: I'M GOING TO ASK MS. MADKOUR TO COME AND TALK --

Commissioner Shiprack: I JUST WANT TO SAY I FIND IT REALLY ENCOURAGING THAT UNIVERSITIES HAVE PROFESSORS WHOSE JOB IS TO DISCUSS VALUES WITH COLLEGE STUDENTS.

Dr. Martinez: YEAH, I'M HOPING THAT STAYS.

Commissioner Shiprack: THAT'S ENCOURAGING.

Commissioner Smith: ASK YOU ONE MORE QUESTION.

Dr. Martinez: NO, PLEASE.

Commissioner Smith: THIS IS THE QUESTION. YOU ARE TALKING ABOUT VALUES VERSUS ECONOMICS.

Dr. Martinez: UH-HMM.

Commissioner Smith: I WON'T EVEN GO INTO WHICH ONE, BUT SEVERAL OCCASIONS WHERE WE HAVE HAD TO GO INTO EXECUTIVE SESSION TO DISCUSS WHETHER OR NOT TO KEEP A PARTICULAR CONTRACTOR ON BOARD. THEY WERE DOING THINGS THAT WERE OBVIOUSLY VERY WRONG, FIRST INSTINCT IN TERMS OF YOUR VALUE AS AN INDIVIDUAL, NO, THEY'VE GOT TO GO. WE GET THE ECONOMICS, IF THEY GO, THIS IS HOW MUCH IT IS GOING TO COST US. SO, YOU FORGET WHAT YOUR VALUES ARE ABOUT STUFF, AND YOU SAY, WELL, IT IS GOING TO COST US TOO MUCH MONEY TO MAKE THE CHANGE. SO, THEN, WHAT ARE YOU SUPPOSED TO DO? I HAVE AN EXAMPLE OF BP THERE. THEY ARE FINDING THAT GOOD BUSINESS AND GOOD ETHICS TO SOME EXTENT START TO OVERLAP.

Commissioner Smith: THEY'RE PARALLEL.

Dr. Martinez: IT'S IN YOUR SELF-INTEREST TO BE ETHICAL, TRULY ETHICAL AS YOU CAN. I DON'T KNOW HOW THAT APPLIES TO A PARTICULAR CASE LIKE

THIS, BECAUSE IT MAY BE DURING -- IN THIS SITUATION, JUST TOO MUCH ECONOMIC -- YOU CAN'T KEEP THE PERSON YOU --

Commissioner Smith: RIGHT. SO I GUESS --

Chair Kafoury: I THINK IF YOU WANT TO HAVE --

Dr. Martinez: YEAH.

Ms. Hein: HAVE COCKTAILS --

Dr. Martinez: YEAH, SORRY. THANK YOU.

Ms. Hein: THANK YOU. SO, I'M GOING TO TURN THE FLOOR OVER TO MS. MADKOUR, WHO IS GOING TO TALK. WE HAD THE BIG PICTURE ETHICS CONVERSATION AND NOW WE'RE GOING TO HEAR ABOUT THE LAW AND --

Ms. Madkour: RIGHT SO, ETHICS-SHMETHICS -- NOW HERE IS THE LAW. [LAUGHTER] WHAT I'VE DONE IS PASSED OUT A BIG HANDOUT. YOU DON'T NEED TO OPEN IT OR LOOK AT IT RIGHT NOW. I SENT IT TO ALL OF YOUR CHIEFS OF STAFF. AND THIS IS A PRESENTATION WHICH I CAN GIVE YOU MORE INFORMATION ON. WE CAN TALK ABOUT. IT'S PRETTY DENSE. AND IT REALLY IS, YOU KNOW, IT WILL BE A GOOD THING FOR US TO SIT AND CHAT ABOUT. I SENT IT TO YOUR CHIEFS OF STAFF AND LET ME KNOW IF YOU WANT MORE INFORMATION.

Vice-Chair McKeel: IT'S WARM. I WILL HOLD ON TO IT.

Ms. Madkour: THERE YOU GO. I'M GOING TO LIMIT MY COMMENTS TODAY UNLESS THERE IS OTHER SPECIFIC QUESTIONS, I'M GOING TO LIMIT MY COMMENTS ON SOME OF THE THREE OF THE REAL MAJOR THINGS I THINK YOU NEED TO KNOW AS AN ELECTED OFFICIAL, ISSUE SPOTTING. SOME OF YOU ARE FAMILIAR WITH THEM -- WELL, YOU'RE ALL FAMILIAR WITH THEM BUT SOME HAVE MORE PRACTICE WITH THEM. PUBLIC RECORDS LAW. THE OREGON ETHICS LAW, WHICH IS DIFFERENT THAN THE DISCUSSION WE JUST HAD WITH THE PROFESSOR, RIGHT? THIS IS WHERE THE LEGISLATURE HAS CODIFIED THE ETHICAL OBLIGATIONS OF PUBLIC OFFICIALS. WE'LL TALK ABOUT THAT. AND THEN WE'LL ALSO TALK ABOUT THE RESTRICTIONS ON POLITICAL CAMPAIGNING. AND, SO, THOSE ARE, YOU KNOW, THIS IS -- EACH ONE OF THESE IS LIKE THE WHOLE DAY PRESENTATION OR IT COULD BE, GETTING VERY COMPLEX, BUT WE'RE GOING TO DO THE ISSUE SPOTTING AS WE SAY IN LAW SO THAT YOU AT LEAST KNOW IF YOU COME ACROSS A QUESTION, ALL RIGHT, THIS MAY BE AN ISSUE AND I'M GOING TO CALL JENNY OR SOMEONE IN THE COUNTY ATTORNEY'S OFFICE AND WE'LL TALK ABOUT IT. FIRST OF ALL, PUBLIC MEETINGS, PUBLIC RECORDS. THIS IS PROBABLY THE



EASIEST FOR US BECAUSE WE'RE SO STEEPED INTO IT. TODAY IS A PUBLIC MEETING. WE DON'T HAVE OTHER PEOPLE OUTSIDE OF THE COUNTY JOINING US, BUT THEY COULD BE HERE. IT IS PART OF OUR PUBLIC PROCESS, RIGHT? ANY TIME A QUORUM, WHICH IS THREE OR MORE OF YOU, ARE MEETING TO DISCUSS ITEMS WHICH YOU ARE OR WILL BE VOTING ON, IT'S A PUBLIC MEETING, OKAY. AND THAT'S WHERE WE HAVE LINDA AND MARINA HELP US PULL TOGETHER AND HAVE EVERYTHING RECORDED PROPERLY AND WHATNOT. WE DO THIS ALL OF THE TIME. THAT'S A PRETTY EASY ONE. YOU WILL FIND YOU MIGHT HAVE QUESTIONS ABOUT IT. WE WILL GO TO AOC OR SOME OTHER COMMUNITY EVENT AND WE'RE GOING TO ALL BE -- I HEARD YOU GUYS -- I SEE FACEBOOK, YOU GUYS SPEND A LOT OF TIME TOGETHER. ALL OF THESE EVENTS THAT YOU'RE GOING TO. ANY OF THOSE EVENTS, YOU STILL HAVE TO BE MINDFUL ABOUT PUBLIC MEETINGS LAW. YOU CAN MEET, TALK, CHAT, AND DO ALL OF THAT STUFF. IF YOU TALK ABOUT THINGS THAT YOU ARE CONSIDERING OR MAYBE VOTING FOR ON THE FUTURE, HAVE THAT PUBLIC MEETINGS LAW AND MAKE SURE THAT YOU GIVE YOURSELF THAT MENTAL CHECK TO REMIND EACH OTHER, OKAY, YOU KNOW, THAT'S -- LET'S TAKE THAT OFFLINE. ONE THING THAT I'LL DO SOMETIMES, AND IT IS A -- IF I SEE THREE OF YOU WALKING UP, I WILL GO ONE, TWO, THREE. AND EVERYBODY GOES OH. SOMETIMES WE WILL DO IT BEFORE MEETINGS OR AFTER MEETINGS AS WE'RE TRANSITIONING. WE WILL BE MINDFUL AND BE CAREFUL ABOUT THAT. WHAT'S THE DOWN SIDE OF IT? WELL, IT'S ABOUT TRANSPARENCY. AND MOST OF THE THINGS I'M GOING TO BE TALKING ABOUT, THE LETTER OF THE LAW IS ONE THING, BUT THE PUBLIC PERCEPTION IS REALLY PROBABLY ONE OF YOUR GREATEST CHALLENGES. JUST COMBATING THE PERCEPTION THAT THE PUBLIC MAY HAVE THAT YOU'RE BAKING THE CAKE BEFORE YOU HAVE THE MEETING OR THAT YOU'RE DOING EVERYTHING BEHIND CLOSED DOORS. OR THAT THE BOARD MEETINGS ARE JUST A SHAM, YOU KNOW. THOSE ARE THE SORTS OF THINGS THAT -- WE WANT TO MAKE SURE THAT WE HAVE THAT TRANSPARENCY SO THAT WE CAN DEMONSTRATE THAT THE PUBLIC PROCESS IS TRULY DONE IN PUBLIC, AND SO I'M VERY THANKFUL THAT YOU GUYS ARE HAVING THIS SESSION TODAY SO THAT YOU CAN ACTUALLY, YOU KNOW, AS WE GO THROUGH THE BOARD MEETINGS, HAVE THEM BE, YOU KNOW, ENCOURAGE THAT COMMUNICATION. WE UNDERSTAND IT IS NOT ALWAYS GOING TO BE EASY. PUBLIC COMMENT CAN BE HARD. THE DIFFICULT ISSUES CAN BE DIFFICULT, TOO. I THINK THAT HAVING THESE GROUND RULES IS A GREAT START FOR A MORE ROBUST PUBLIC PROCESS. SAME SORT OF CONCEPTS GO ALONG WITH PUBLIC RECORDS. PUBLIC RECORDS LAW IS MIGHTY. IT'S BASICALLY EVERY RECORD THAT YOU CREATE, EITHER WRITTEN, ELECTRONIC, PHOTOGRAPHIC, OR HOWEVER RECORDED IS A PUBLIC RECORD IF IT IS DEALING WITH COUNTY BUSINESS. IT DOESN'T MATTER WHERE YOU MAKE IT, WHEN YOU MAKE IT OR HOW YOU MAKE IT, IT IS A PUBLIC RECORD. NOW, THERE IS EXEMPTIONS FROM THE PUBLIC RECORDS LAW. IF SOMEBODY ASKS FOR LET'S SAY YOUR PERSONAL JOURNAL, I WOULD

SAY, WELL, YOU KNOW, THE PERSONAL PART OF THE JOURNAL IS NOT ABOUT PUBLIC BUSINESS. BUT IF YOU'RE JOURNALING ABOUT HOW YOU'RE GOING TO BE VOTING AND WHAT YOU ARE GOING TO BE DOING, WE MAY NEED TO TAKE PARTS OF THAT AND PROVIDE IT IN PUBLIC DISCLOSURE. SO, YOU'RE -- AS PERSONAL AS YOUR JOURNAL, RIGHT, YOUR HOME COMPUTER, IPAD, IPHONE, YOUR SON'S IPHONE IF YOU ARE USING THAT TO CONDUCT PUBLIC BUSINESS. THE LAW IN OREGON DOES NOT ALLOW PUBLIC OFFICIALS TO DO PUBLIC BUSINESS IN PRIVATE, RIGHT? SO THAT'S BASICALLY IT. THAT SAID, ALL KINDS OF LEGAL EXEMPTIONS. SO, IF YOU GET A PUBLIC RECORDS REQUEST, THE FIRST PERSON YOU CALL IS ME. AND I WILL WALK YOU THROUGH THAT AND WE WILL TALK ABOUT WHERE YOU'LL LOOK, WHAT YOU'LL DO, AND HOW WE WILL -- PUBLIC RECORDS ARE VERY COMMON IN THE COUNTY. WE DEAL WITH REQUESTS PROBABLY MOST DAYS OF EVERY WEEK. WE'RE KIND OF PROCESSING THROUGH THOSE. SOME OF THE THINGS THAT WE WILL HAVE REQUESTED AGAIN, IT'S NOT JUST THE LETTER OF THE LAW, BUT THE MANNER IN WHICH WE COMPLY WITH IT. SO WE HAVE SEEN OVER THE YEARS, SOMEONE WILL DO A PUBLIC RECORDS REQUEST FOR ALL OF THE ANIMALS THAT YOU HAVE REGISTERED AT YOUR HOME -- SEE IF YOU HAVE THE MULTNOMAH COUNTY ANIMAL LICENSE FOR THEM -- THEY WILL DO IT AND THIS IS NEWS, RIGHT?

Commissioner Smith: IS THAT LEGAL TO ASK FOR?

Ms. Madkour: OH, YEAH, JUST FROM ANIMAL SERVICES. THEY WILL FIND YOUR HOME ADDRESS, AND FIND YOUR NAME AND GIVE ME ALL OF THE ANIMALS REGISTERED OR LICENSED HERE. THEY WILL HAVE A PICTURE OF YOU WALKING YOUR POMERANIAN DOWN THE ROAD AND SAY THERE IS NO DOG REGISTERED --

Commissioner Smith: OR THEY WON'T FIND YOUR NAME.

Vice-Chair McKeel: WE HAD THAT HAPPEN.

Commissioner Shiprack: WE DID.

Vice-Chair McKeel: JUDY, DEBORAH AND I.

Ms. Madkour: THEY HAVE DONE THAT. SOME OF THE -- WHAT THEY DO WITH IT ALL, OFTEN THE PRESS, THEY WILL USE PUBLIC RECORDS TO EITHER DEMONSTRATE OR ATTEMPT TO DETERIORATE YOUR CREDITABILITY AS A PUBLICLY ELECTED OFFICIAL IN MULTNOMAH COUNTY. IT WILL COME FROM ALL OF THESE DIFFERENT WAYS. AND, SO, THE GOOD NEWS IS THAT I'M HERE TO ANSWER THOSE QUESTIONS, AND WE WILL USE THE EXEMPTIONS WHEN THEY'RE APPROPRIATE. THERE MAY BE TIMES WHEN INFORMATION COULD BE HELD BACK, BUT YOU WILL SAY JENNY, NO, GO AHEAD AND GIVE IT, BECAUSE,

YOU KNOW, I WANT TO HAVE IT OUT THERE. WE WILL WALK THROUGH ALL OF THOSE THINGS. QUESTIONS ON PUBLIC RECORDS LAW?

Vice-Chair McKeel: DIDN'T WE HAVE A REPORTER THAT USED TO CHECK WHEN OUR CARS WERE IN THEIR SPACES?

Ms. Madkour: THEY WILL CHECK WHEN YOUR CARS ARE IN YOUR SPACES. THEY WILL CHECK WHEN YOU COME IN AND OUT OF THE BUILDING. WHEN YOU LOG ON AND OFF OF THE COMPUTER. HOW MANY EMAILS AND WHEN YOU SEND THEM. NOT WILL BUT HAVE. I DON'T KNOW -- IN THE FUTURE -- THESE ARE THINGS THAT WE HAVE SEEN IN THE PAST. TRAVEL AND TRAINING EXPENSES. THIS ONE IS ON, YOU KNOW, EXPENDITURES FROM YOUR OFFICE. THEY'LL COME AND DO A REVIEW AND ATTEMPT TO SHOW THAT SOMEBODY DOES MORE OR LESS TRAINING. WE JUST HAD THAT LIKE TWO YEARS AGO. IN DIFFERENT CIRCUMSTANCES --

Ms. Hein: WHAT ABOUT RETENTION.

Ms. Madkour: RETENTION OF PUBLIC RECORDS IS -- THIS IS SUPER EASY FOR YOU GUYS, RIGHT? KEEP EVERYTHING. BECAUSE YOUR RETENTION SCHEDULE IS INDEFINITE FOR ELECTED OFFICIALS WHO ARE CONDUCTING COUNTY BUSINESS. FOR NOW THAT WE'RE ON G-MAIL, IT MAKES IT REALLY EASY. OKAY. BECAUSE NOTHING EVER GOES AWAY. YOU CAN DELETE IT, BUT IT'S NOT GOING TO GO AWAY. SO --

Commissioner Shiprack: THAT'S ACTUALLY KIND OF REASSURING.

Ms. Madkour: IT IS REASSURING ACTUALLY BECAUSE WE KNOW WE WILL ALWAYS BE IN COMPLIANCE, BUT IT'S ALSO -- IT IS ONE OF MY -- I'M RAISING THE RED FLAG WITH YOU, WHICH IS IT NEVER GOES AWAY, RIGHT? SO, IT'S THERE TO BE FOUND, RIGHT? WE HAVE TO BE VERY, VERY --

Chair Kafoury: WE HAVE A -- WE ARE ALL WELL AWARE OF EVERY WORD AND EMOTICONS CAN SHOW UP --

Ms. Madkour: EXACTLY. EVEN THE EMOTICONS.

Vice-Chair McKeel: THAT ALSO PERTAINS WHEN WE ARE IN MEETINGS. TWO PEOPLE ARE EMAILING EACH OTHER IN THE BOARD MEETING --

Ms. Madkour: THAT IS ANOTHER ONE THAT IS REQUESTED. WE'RE UP AT THE DAIS AND EVERYBODY IS TYPING, OKAY, I WANT ALL OF THE EMAILS FROM EVERYBODY UP ON THE DAIS BETWEEN THIS TIME AND THAT TIME. THAT COULD SHOW EMBARRASSMENT WHEN IT IS AN EMAIL THAT YOU ARE DOING SOMETHING UNRELATED TO THE TESTIMONY --

Chair Kafoury: EVEN IF IT IS NOT UNETHICAL OR HARMFUL IN ANY WAY, IT IS PULLED OUT OF CONTEXT IN THE PAPER. I HAVE THIS IN MY MEMORY, LISA NAITO, WHO I THINK HAS A VERY HIGH ETHICAL STANDARD -- ASKING HER STAFF TO GO GET HER A LATTE VIA TEXT, BUT PULLED OUT OF CONTEXT, IT PORTRAYED HER IN A NEGATIVE LIGHT EVEN THOUGH I MEAN -- JUST KEEPING THOSE THINGS IN MIND AS YOU'RE --

Ms. Madkour: EXACTLY. AND JUST HOW IT MAY BE PERCEIVED. AS I SAY ALL OF THESE THINGS, I REALLY DO LIKE COMING AFTER THE PROFESSOR, BECAUSE HE PUTS IT -- IT IS REALLY MORE LIKE THE MORALITY AND HOW OTHER PEOPLE MAY INTERPRET YOUR ACTIONS. AND, YOU KNOW, I GET A LITTLE POINTY HEADED ON THE LAW. SUBSECTION 2, SUB A SAYS THAT YOU CAN DO THIS, BUT SOMETIMES EVEN JUST BECAUSE IT IS LEGAL DOESN'T MEAN THAT IT IS GOING TO BENEFIT YOU OR YOUR OFFICE OR YOUR OWN MORAL AND ETHICAL, YOU KNOW, PULLS AND VALUES.

Vice-Chair McKeel: ONE OTHER QUESTION THAT ALSO PERTAINS TO HANDWRITTEN NOTES PASSED TO COMMISSIONERS DURING THE MEETING --

Ms. Madkour: ABSOLUTELY. SO, THE PUBLIC RECORDS LAW IS WE USE IT TO PROTECT OURSELVES MOST OF THE TIME. AND THEN SOMETIMES ACTUALLY IT CAN BE USED IN WAYS WHICH -- YOU KNOW, ARE NOT QUITE SO GOOD. AND WE HAVE SEEN THOSE EXAMPLES, TOO. SO, THE ETHICS LAW ITSELF, WE HAVE THE -- AS I SAID EARLIER, LEGISLATURE HAS CODIFIED THE ETHICS FOR ELECTED OFFICIALS, AND I THINK THAT THAT, YOU KNOW, THAT IS A GOOD BASELINE FOR THE VALUE DISCUSSIONS YOU'RE HAVING. AGAIN, THIS IS THE BASELINE BELOW WHICH IF YOU FALL, YOU HAVE VIOLATED THE LAW. SO, YOU KNOW, THIS IS -- HOPEFULLY WE STAY AWAY FROM MANY OF THOSE CONVERSATIONS, BECAUSE IN MY VIEW, THE COUNTY COMMISSIONERS ARE USUALLY OPERATING -- ALMOST ALWAYS OPERATING AT A MUCH, MUCH HIGHER MORAL STANDARD. ETHICAL PERSPECTIVE, WE HAVE CONFLICTS OF INTEREST. WE -- MOST OF US HAVE HAD OPPORTUNITIES TO TALK ABOUT CONFLICTS, BUT IF YOU HAVE AN ACTUAL OR POTENTIAL CONFLICT, THIS MIGHT MEAN THAT YOU HAVE SOME SORT OF FINANCIAL INTEREST OR FAMILY MEMBER HAS A FINANCIAL INTEREST IN THE OUTCOME OF A VOTE, THEN YOU SHOULD NOT BE VOTING ON IT. WE CAN TALK ABOUT IS IT -- IN A FUTURE DISCUSSION, IF YOU SEE SOMETHING WHERE YOU -- OKAY, IN SOME EXAMPLES, MY UNCLE OWNS A PROPERTY IN THIS AREA WHERE WE'RE BEING ASK TO CONDEMN THROUGH A CONDEMNATION PROCEEDING. WE CAN TALK ABOUT THAT AND THE ANSWER WOULD BE NO, YOU CAN'T VOTE ON IT.

Chair Kafoury: MY UNCLE IS SUING THE COUNTY --

Ms. Madkour: AGAIN. [LAUGHTER] SO, WE -- SO THE ACTUALLY AND POTENTIAL

CONFLICTS, AND WE'RE TALKING ABOUT CONFLICTS AND ETHICS. THESE ARE YOUR ETHICS. THEY MAY IMPACT AND AFFECT THE ENTIRE BOARD AND IN FACT THE ENTIRE COUNTY, BUT THOSE ARE YOUR PERSONAL ETHICS. VIOLATIONS OF ETHICS IS A PERSONAL VIOLATION AGAINST YOU AND IF YOU'RE FOUND TO BE IN VIOLATION, THE FINE GOES TO YOU AND IS PAID BY YOU NOT BY THE -- NOT FROM THE COUNTY. IF FOR NO OTHER REASON, WE ALL UNDERSTAND WE WILL ALL HOLD OURSELVES TO THAT HIGHEST STANDARD OF ETHICS.

Chair Kafoury: WE DON'T VOTE WHICH IS DIFFERENT THAN THE LEGISLATURE WHERE YOU HAVE TO VOTE REGARDLESS OF IF YOU HAVE A CONFLICT.

Ms. Madkour: RIGHT. YOU WOULD -- IF YOU HAVE AN ACTUAL CONFLICT, YOU DO NOT VOTE AND YOU DO NOT PARTICIPATE IN THE DISCUSSION. SO, YOU DON'T TRY -- AND YOU DON'T TRY TO AFFECT THE VOTE IN ANY WAY. YOU DON'T HAVE YOUR STAFF GO TALK TO SOMEONE ELSE'S CHIEF OF STAFF AND SAY -- YOU KNOW, LET'S GET THIS DONE THAT WAY.

Commissioner Smith: WHAT IS STICKY, PARTICULARLY WITH THE APPOINTMENTS, AS ELECTED OFFICIALS, WE KNOW LOTS OF ELECTED OFFICIALS AND MANY OF THE ONES THAT COME BEFORE US IN MULTNOMAH COUNTY, WE KNOW WHO THEY ARE, KNOW THEM PERSONALLY, PROFESSIONALLY, YOU KNOW, AND THEY COME BEFORE US AND WE HAVE TO -- AND I'VE TALKED TO YOU ABOUT SOME OF THESE BEFORE, AND DO I VOTE ON THESE? BECAUSE WE'RE REALLY GOOD FRIENDS AND THEY USED TO WORK FOR ME OR SOMETHING LIKE THAT.

Ms. Madkour: RIGHT. SO THE FINANCIAL PART IS GOING TO BE --

Commissioner Smith: THAT WAS THE KEY. NO FINANCIAL PIECE.

Ms. Madkour: RIGHT. BUT YOU MAY, IN THAT CASE, DECIDE TO DISCLOSE A RELATIONSHIP. BEFORE THE VOTING BEGINS, I JUST WANT EVERYBODY TO KNOW THAT I BABYSAT SO AND SO WHEN SHE WAS WHATEVER, AND -- SOMETHING LIKE THAT. AND THAT IS, AGAIN, THAT'S JUST A CHOICE ABOUT THE TRANSPARENCY.

Commissioner Bailey: IS THERE -- ARE THERE SIMILAR RULES AROUND IF YOU'RE PART OF A CLASS IN TERMS OF FINANCIAL BENEFITS? SO, HYPOTHETICALLY LET'S SAY MY MOM IS A TEACHER, WE'RE VOTING ON SOMETHING THAT IS GOING TO GO FOR STEM SCHOOLS AND WHATEVER, YOU KNOW, THERE IS GOING TO BE A BENEFIT THERE SOMEWHERE. I DON'T KNOW. BUT IT'S NOT A SPECIFIC DIRECT BENEFIT TO THAT PERSON BUT TO A CLASS --

Ms. Madkour: IT CAN BE TO A CLASS. SO, FOR EXAMPLE, IF -- NOT THAT YOU VOTE ON THESE THINGS, BUT IF YOU WERE VOTING WHETHER OR NOT TO REPAVE ROAD A OR ROAD B AND YOU JUST HAPPENED TO HAVE A VACATION HOME NOT ON ROAD A -- YEAH, NOT ON ROAD A BUT JUST ON THE OTHER SIDE OF IT SO THAT YOU WOULD GET BETTER TRAFFIC TO YOUR HOUSE OR BUSINESS, WE WOULD TALK ABOUT THAT. MY ADVICE WOULD LIKELY BE IN THAT CASE TO REFRAIN FROM VOTING BECAUSE YOU WOULD BE IN A CLASS OF PEOPLE THAT WOULD BENEFIT. MAYBE INDIRECTLY -- THE DETAILS -- BUT CERTAINLY WE WOULD LOOK AT WHAT THE BENEFIT IS TO, YOU KNOW, BUT IT IS NOT GOING TO BE SO BIG AS THE ENTIRE COMMUNITY, RIGHT? SO, THE ANSWER IS SOMETIMES.

Ms. Hein: ANY CLOSING REMARKS?

Ms. Madkour: YEAH, SO I DIDN'T GET TO POLITICAL CAMPAIGNING. YOU CAN DO IT, YOUR STAFF CAN'T.

Commissioner Smith: WHAT DO YOU MEAN?

Ms. Madkour: YOU CAN POLITICALLY CAMPAIGN --

Chair Kafoury: IF WE CAN SPEND FIVE MORE MINUTES ON THIS. THIS IS IMPORTANT.

Ms. Madkour: YOU CAN ADVOCATE BECAUSE YOU ARE AN ELECTED OFFICIAL, YOU CAN ADVOCATE, CAMPAIGN, GO TO RALLIES, SPEAK ON BEHALF OF -- YOU CAN DO ALL OF THOSE SORTS OF THINGS, BUT YOU, AS ELECTED OFFICIALS, ARE THE ONLY ONES IN MULTNOMAH COUNTY THAT CAN DO THAT. I CAN'T, NOR CAN YOUR STAFF SPEND ANY COUNTY TIME OR RESOURCES ADVOCATING FOR OR AGAINST A BALLOT OR MEASURE -- I'M SORRY, A PERSON OR MEASURE THAT IS ON THE BALLOT. OKAY. SO, FOR EXAMPLE, IF YOU WANT TO WRITE A NEWSLETTER WHERE YOU'RE SAYING I REALLY SUPPORT PASSAGE OF MEASURE 68, YOU CAN WRITE THAT AND YOU CAN POST THAT. BUT YOUR STAFF CANNOT WRITE IT AND YOUR STAFF CANNOT POST IT.

Commissioner Smith: I CAN POST IT IN MY ELECTRONIC NEWSLETTER?

Ms. Madkour: OH, YEAH, USING YOUR RESOURCES. BUT NOT STAFF TIME. WE ALL KNOW THAT -- STAFF DOES A LOT OF TYPING FOR US.

Commissioner Smith: THAT'S GOOD TO KNOW. I DIDN'T KNOW THAT. I DIDN'T KNOW WE COULD DO THAT.

Chair Kafoury: FOR EXAMPLE, THIS CAME UP WITH ME FOR A BALLOT MEASURE AND THEY WANTED ME TO ENDORSE IT, WHICH OF COURSE I WAS FINE WITH, BUT THEY SAID, OF COURSE THEY DIDN'T GET IT UNTIL THE LAST MINUTE. CAN WE EMAIL IT TO YOU AND YOU PRINT IT OUT? I SAID NO, BECAUSE I CAN'T HAVE -- I CAN'T HAVE IT ON MY WORK COMPUTER AND I CAN'T HAVE --

Ms. Madkour: THAT'S A VERY -- THAT'S A CONSERVATIVE APPROACH. IN THAT PARTICULAR EXAMPLE, I WOULD SAY THAT THEY CAN EMAIL IT TO YOU, ELECTED OFFICIAL, AND YOU CAN PRINT IT OUT. BUT YOU CAN'T SEND IT TO YOUR FRONT DESK PERSON AND SAY WILL YOU PRINT THIS OUT FOR ME?

Commissioner Shiprack: IF IT IS A SCHEDULING MATTER --

Chair Kafoury: IF I DON'T KNOW HOW TO PRINT --

Ms. Madkour: THEY CAN DO BASIC SCHEDULING.

Chair Kafoury: THERE YOU GO.

Ms. Madkour: THEY CAN DO BASIC SCHEDULING. YOU HAVE A SCHEDULER --

Commissioner Smith: THEY CAN COME INTO OUR OFFICE AND MEET WITH ME, BUT NOT MY STAFF.

Ms. Madkour: CORRECT.

Commissioner Smith: OKAY.

Ms. Madkour: CORRECT. AND WE CAN -- THIS IS REALLY IMPORTANT AS ELECTIONS COME UP.

Commissioner Smith: IT IS.

Ms. Madkour: ESPECIALLY AS WE HAVE MATTERS OF WHICH YOU WILL MOST OBVIOUSLY BE INTERESTED IN. SO, IT'S -- THAT CAN BE AN ENTIRE OTHER DISCUSSION. I REALLY -- I LOOK FORWARD TO LOOPING BACK WITH YOU. I'VE SENT ALL OF YOUR STAFF THIS HANDOUT WHICH TALKS ABOUT MANY OTHER TOPICS AS WELL AND I THINK THAT -- I ALREADY HAVE A MEETING WITH YOUR OFFICE.

Commissioner Shiprack: IS A DISCUSSION OF THAT APPROPRIATE FOR AN EXECUTIVE SESSION?

Ms. Madkour: NOT GENERALLY, NO. NO. WE CAN -- THERE IS CERTAIN THINGS

THAT WE CAN TALK ABOUT LITIGATION. WE CAN TALK ABOUT -- I CAN GET SOME OF THEM IN THERE BUT NOT ALL OF IT. YEAH. YEAH. WE CAN EXPLORE EXECUTIVE SESSION AND SEE HOW WE CAN USE THAT TOOL TO GET SOME MORE GENERAL INFORMATION, BUT --

Chair Kafoury: ONE OTHER QUICK QUESTION, YOU CAN, HOWEVER, HAVE A CONVERSATION WITH YOUR STAFF PRIOR TO A MEASURE BEING ON THE BALLOT. FOR EXAMPLE, BEFORE --

Ms. Madkour: PRIOR TO, YES.

Chair Kafoury: BEFORE IT IS -- SOMEBODY THINKING OF RUNNING FOR OFFICE, YOU CAN HAVE A CONVERSATION WITH THEM AND YOUR STAFF.

Ms. Madkour: UH-HMM.

Chair Kafoury: ETHICALLY.

Ms. Madkour: BEFORE AND AFTER ITS PASSAGE. THE ONLY TIME THAT THE PROHIBITION HAPPENS IS WHILE IT'S ON THE BALLOT. SNAPSHOT IN TIME.

Commissioner Smith: IF SOMEONE SENDS ME AN EMAIL TO GO TO A POLITICAL EVENT TO MY COUNTY EMAIL, CAN I RESPOND TO IT SAYING YES OR NO?

Ms. Madkour: YES.

Commissioner Smith: BUT MY STAFF CAN'T --

Ms. Madkour: IF IT IS ON THE BALLOT, YOUR STAFF CANNOT RESPOND TO IT.

Commissioner Smith: AS LONG AS IN MY RESPONSE TO MY EMAIL, I CAN RESPOND TO POLITICAL STUFF?

Ms. Madkour: YEAH, IT'S KIND OF YOUR -- IT'S YOUR JOB. THE POLITICAL STUFF, IT FALLS SQUARELY WITHIN YOUR AREA, THE LAW JUST DOESN'T WANT TO USE GOVERNMENT RESOURCES TO ADVOCATE FOR OR AGAINST OTHER MEASURES OR CANDIDATES ON THE BALLOT. THAT'S WHERE THEY DRAW THE LINE. IT IS A STICKY WICET. WE DEAL WITH IT EXTENSIVELY --

Commissioner Smith: YOU CAN'T EVEN RESPOND TO IT. YOU CAN'T STOP PEOPLE FROM SENDING YOU STUFF BUT YOU CANNOT RESPOND TO IT.

Ms. Madkour: RIGHT. FOR STAFF PEOPLE, CORRECT. YOU CAN THOUGH. BECAUSE YOU'RE ELECTED. OKAY. THANK YOU SO MUCH. I'VE GONE OVER MY TIME.



Commissioner Smith: THANK YOU.

Commissioner Bailey: THANK YOU.

Ms. Hein: A LOT TO THINK ABOUT CLEARLY. I'M GOING TO ASK YOU NOW TO CHANGE GEARS AND START THINKING ABOUT COMMUNICATION AMONGST YOURSELF. WE STARTED TO HAVE A LITTLE BIT OF THIS CONVERSATION EARLIER. AND THE QUESTION THAT I WANT TO ASK YOU, THERE ARE A BUNCH OF THEM I WANT TO INVITE YOU TO THINK ABOUT AND TALK ABOUT. SO, ONE EXAMPLE OF EFFECTIVE COMMUNICATION, HOW DO YOU WANT TO FIND OUT ABOUT AGENDA ITEMS? HOW MUCH NOTICE OR BACKGROUND DO YOU WANT? WHO DO YOU WANT TO TELL YOU ABOUT THAT? ANOTHER EXAMPLE MIGHT BE HOW DO YOU WANT TO HAVE DISCUSSIONS, IF THERE ARE STRONG FEELINGS OR DISAGREEMENTS? WHAT DO YOU WANT THAT TO LOOK LIKE? ANOTHER CONVERSATION MIGHT BE WHAT IS -- WHAT WORKS FOR YOU IN THE PAST? FOUR OF YOU HAVE BEEN IN THIS BODY FOR A NUMBER OF YEARS. WHAT HAS WORKED TO CREATE PRODUCTIVE AND EFFECTIVE COMMUNICATION? YOU WOULD LIKE TO KEEP IT. AND FOR YOU, COMMISSIONER BAILEY, WHAT KINDS OF THINGS HAVE WORKED WELL FOR YOU IN TERMS OF COMMUNICATION? WOULD YOU RATHER HAVE TEXTS OR EMAILS -- THAT IS THE CONVERSATION I WANT TO HAVE NOW AND I WILL TRY TO HIT ON POINTS YOU BROUGHT UP IN CONVERSATIONS IN PREPARATION FOR THE MEETING. BUT JUST GENERALLY, LET'S KIND OF KICK OFF THE CONVERSATION WITH KIND OF WHAT HAS WORKED WELL FOR YOU IN TERMS OF COMMUNICATION AND DISCUSSION WITH THE OTHER COMMISSIONERS AND WITH THE CHAIR IN THE PAST? WHAT SEEMS TO BE GOING WELL? WHAT DO YOU WANT TO KEEP? WHAT DO YOU LIKE?

Commissioner Shiprack: WELL, IT IS VERY QUIET I THINK PARTLY BECAUSE I FEEL CONSTANTLY FRUSTRATED BY THE FACT THAT WE ARE LIMITED TO CONVERSATIONS TWO AT A TIME. AND THAT MEANS THAT THE MECHANISM IS DIFFICULT FROM THE GET-GO. AND IT'S A HUGE CULTURE CHANGE FROM, YOU KNOW, BEING ABLE TO MEET DIRECTLY WITH YOUR COLLEAGUES, AND I UNDERSTAND TOTALLY WHY THE RULE IS IN PLACE. BUT IT DOES MEAN THAT COMMUNICATION IS CLUNKY AND YOU GET INTO THAT TELEPHONE SORT OF ISSUE, WHICH IS WELL, WHAT I HEARD WAS, AND THAT REALLY I THINK THAT ON -- IN AN ONGOING WAY, THE BEST MECHANISM THAT THE COUNTY HAS COME UP WITH TO ADDRESS THIS IS BOARD STAFF. AND EVEN THOUGH THAT'S CLUNKY, TOO, BECAUSE IT REQUIRES A LOT OF COMMUNICATION SKILLS. ALWAYS BOARD STAFF AND FROM MY PERSPECTIVE, FYI, THREE OF YOU KNOW IT, JULES WHEN THE LIGHTS ALL GONE ON AT ONCE, I JUST SORT OF GRAB MY ROLLER SKATES AND I RUN, ROLLER SKATE OR, YOU KNOW, ON - - ALL AROUND THE 6th FLOOR. SORT OF DOING UP POWER HERE IMITATION ON STEROIDS. THERE IS SOMETHING --

Commissioner Bailey: I DON'T UNDERSTAND WHAT YOU JUST SAID. ARE YOU BEING LITERAL OR METAPHORICAL --

Commissioner Shiprack: I MEAN THAT WHEN AN ISSUE IS CHARGED AND IT IS COMING TO A HEAD, IF WE ARE VOTING ON SOMETHING, IF WE ARE NOT VOTING ON SOMETHING, IF THERE IS RUMOR OF VOTING ON SOMETHING OR NOT VOTING ON SOMETHING OR IF -- OR IF I'M JUST UNHAPPY OR EVEN VERY, VERY HAPPY, I WILL PROBABLY COME DOWN AND FIND YOU OR I WILL FIND A MEMBER OF YOUR STAFF AND I WILL LET YOU KNOW. [LAUGHTER] AND YOU -- AND AT THAT POINT, YOU KNOW, LIKE THE HALL MONITOR, THIS IS AN ASPECT OF AGING, PERHAPS, JUST FOR SOME OF US, BUT IN CASE IT'S GENERAL, LET ME GIVE YOU FOREWARNING. THERE IS NO HALL MONITOR THERE. IT PRETTY MUCH -- YEAH, IT'S -- THAT WOULD BE PRETTY CLEAR.

Ms. Hein: COMMISSIONER SHIPRACK, WILL YOU SAY A LITTLE BIT MORE ABOUT BOARD STAFF AND HOW THAT'S USEFUL OR HOW THAT HAS BEEN USEFUL? WHAT DO YOU SEE AS HELPFUL --

Commissioner Shiprack: WELL, IN THE MORE STEADY WAY, BEFORE THE POT BOILS OVER, WHICH, JULES, YOU HAVEN'T WITNESSED, BUT I THINK THE OTHER THREE PEOPLE IN THE ROOM HAVE. BEFORE THE POT BOILS OVER -- BOARD STAFF IS A GOOD WAY TO KIND OF HAVE THE ANNOUNCEMENT OF ISSUES, OR AS LORETTA WAS SAYING, PREPARE QUESTIONS AND TRY THOSE QUESTIONS OUT ON THE COUNTY STAFF WHO ARE BRINGING POLICIES OR REQUESTS TO THE BOARD. IT IS AN OPPORTUNITY FOR YOUR CHIEF OF STAFF TO REFLECT WHERE SHE EXPECTS YOUR POSITION TO BE OR ANY, YOU KNOW, ISSUES THAT ARE EXPECTED TO ARISE FROM YOUR OFFICE. IT'S ALSO A GOOD WAY FOR YOU TO GET AN ADVANCE, AGAIN, FROM YOUR CHIEF ABOUT NOT ONLY WHAT ISSUES ARE COMING UP AT THE BOARD MEETING, BUT WHERE THE REST OF US ARE ON THOSE ISSUES.

Ms. Hein: SO, THIS IS SOME YOU'RE TALKING ABOUT KIND OF THAT QUESTION ABOUT, YOU KNOW, AGENDA ITEMS, HOW MUCH DO YOU WANT TO KNOW, GETTING NOTICE, GETTING BACKGROUND, ALL OF THOSE KINDS OF QUESTIONS ARE THINGS THAT THE STAFF CAN HELP WITH.

Commissioner Shiprack: ABSOLUTELY. THEY HAVE TO HELP WITH, BECAUSE SOME MECHANISM HAS TO PUT CONTINUITY IN COMMUNICATION. IT IS SO IMPERFECT THAT THERE IS NO CONTINUITY IN COMMUNICATION, AND I THINK THAT IS A SOURCE THAT JUST NEEDS TO BE A SOURCE OF CONSTANT ATTENTION FROM ALL OF US.

Ms. Hein: SO, THIS IS A REALLY IMPORTANT PIECE OF WHAT THE STAFF CAN DO IS THE CONTINUITY. YEAH. COMMISSIONER SMITH.

Commissioner Smith: ALONG WITH WHAT COMMISSIONER SHIPRACK IS TALKING ABOUT, AND I HAVEN'T DONE A GOOD JOB OF IT EITHER. I WANT TO DO A BETTER JOB -- WE ALL SIT ON DIFFERENT BOARDS. I SIT ON THE IMPACT ADVISORY BOARD. I SIT ON THE EMERGENCY SERVICES BOARD. YOU KNOW, THE BRIDGES AND THAT KIND OF STUFF. WHAT I WOULD LIKE TO DO AND PROMISE TO DO A LITTLE BIT BETTER, ONCE I GO TO THOSE MEETINGS, WHEN I FIND OUT STUFF AND TO LET YOU ALL KNOW WHAT IS COMING UP ON THE AGENDA, I DON'T KNOW WHAT IS GOING ON WITH J-PEG, I KIND OF HEAR ABOUT IT SOMETIMES AT IMPACT. I THINK I NEED TO DO A BETTER JOB OF LETTING MY CHIEF KNOW TO GIVE THE ANNOUNCEMENT AND BOARD STAFF WHAT I DID IN THE IMPACT MEETING THE WEEK BEFORE SO YOU ALL KNOW WHAT'S UP ON THE AGENDA FOR THE NEXT WEEK. I REALLY -- I DON'T KNOW WHAT EVERYBODY IS DOING ON THE HOMELESS STUFF OR EVEN THE J-PEG, I DON'T KNOW WHAT IS GOING ON. SMART CLIMATE STUFF IS GOING ON AND I SHOULD BE LETTING YOU GUYS KNOW WHAT IS GOING ON BECAUSE THAT'S THE REASON WHY WE'RE THERE. I THINK I'M GOING TO DO A BETTER JOB -- EVEN WITH THE BDF, WHAT'S GOING ON, WHERE WE ARE, HOW MUCH MONEY WE'VE ACTUALLY, YOU KNOW, DOLED OUT, WHAT'S COMING UP. MANY OF YOU DON'T KNOW THAT WE'RE IN THE RUNNING FOR THE ALL-STAR GAME FOR 2016, WHICH IS GOING TO BE HUGE AND IT MAY REQUIRE US TO ADD SOME ADDITIONAL DOLLARS, WHICH IS GOING TO HAVE A, YOU KNOW, A HUGE ECONOMIC IMPACT ON THE CITY OF PORTLAND AND OREGON IN GENERAL. BUT WE KNOW ABOUT THAT BECAUSE WE SIT ON THE BOARD, AND, YOU KNOW, IT'S GOING TO BE ONE OF THOSE THINGS. PAUL ALLEN -- HE WANTS A MILLION FROM THE CITY OF PORTLAND. SO, IT'S GOING TO BE SOMETHING THAT IS SQUIRRELING AROUND. THAT KIND OF STUFF, AN FYI ON WHAT'S GOING ON WHAT PEOPLE ARE TALKING ABOUT AND SOME OF OUR DIFFERENT ROLES AS WE SIT ON THESE ADVISORY COMMITTEES. WE JUST NEED TO KEEP EACH OTHER UP TO DATE ON WHAT'S GOING ON. I THINK THAT IS A GOOD PLACE TO DO THAT AT BOARD STAFF.

Ms. Hein: IS THERE A -- BOARD STAFF, IS THAT WHERE THAT WOULD HAPPEN?

Commissioner Smith: YEAH, AT BOARD STAFF.

Ms. Hein: OTHER IDEAS ABOUT GOOD COMMUNICATION, COMMUNICATION THAT HAS BEEN EFFECTIVE. WHAT YOU HAVE SEEN THAT WORKED REALLY WELL OR WHAT WORKS WELL FOR YOU PERSONALLY.

Vice-Chair McKeel: I WANT TO SAY THAT I AGREE WITH COMMISSIONER SMITH ON US GIVING THE UPDATES ON WHAT WE SIT ON BECAUSE THE FLIP SIDE OF THAT, YOU CAN GET SOME OUTSIDE GROUP THAT COMES IN AND SAYS YOU ALL NEED TO WRITE A LETTER ABOUT THIS. AND IT'S EASY TO SAY, OKAY, YEAH, WE'LL DO THAT WITHOUT REMEMBERING THAT MAYBE ONE OF YOUR

COLLEAGUES SITS ON A BOARD THAT HAD DISCUSSED THIS ISSUE, AND, SO, I THINK IT'S IMPORTANT IN THAT RESPECT, TOO, THAT WE KNOW WHAT'S GOING ON ALL OF THESE ISSUES. BUT FOR ME, PERSONALLY, I MEAN, I DON'T MIND ANY OF THE -- I DON'T MIND TEXTS. I DON'T MIND, YOU KNOW, BUT I THINK WHEN AN ISSUE -- BECAUSE WE HAVE ISSUES THAT COME UP THAT ARE JUST LIKE BAM, THERE. YOU KNOW, AND THERE ARE TIMES THAT WE REALLY NEED A PHONE CALL AND WE NEED TO REALLY DISCUSS THAT OR WE NEED A ONE-ON-ONE MEETING ABOUT THAT.

Ms. Hein: SO, DO YOU HAVE A PREFERENCE IF SOMETHING COMES UP, WOULD YOU RATHER BE EMAILED OR TEXT OR TALKED TO PERSONALLY? SOME PEOPLE DON'T LIKE THE PHONE.

Vice-Chair McKeel: PROBABLY I -- THIS MAY BE A LITTLE GENERATIONAL, TOO, BECAUSE I DIDN'T GROW UP WITH ALL OF THE TECHNOLOGY. I JUST LIKE TALKING TO PEOPLE. I REALLY DO. YEAH, BUT I DON'T MIND A TEXT IF IT IS QUICK -- I CAN TEXT AND I CAN EMAIL. I DON'T MIND THAT SO MUCH. BUT THERE IS TIMES I JUST FEEL IT'S A DISCUSSION KIND OF AN ISSUE.

Ms. Hein: OTHER FOLKS HAVE PREFERENCES ABOUT TEXTING, EMAILING, ONE-TO-ONE?

Commissioner Bailey: I'M FINE WITH TEXTING. IF YOU WANT TO HAVE A FACE-TO-FACE CONVERSATION, MY GENERALLY POLICY COMMISSIONERS COME FIRST. IF YOU COME INTO THE OFFICE, IT DOESN'T MATTER WHAT MEETING I'M IN, IF I'M THERE, THEY CAN LEAVE AND YOU CAN STICK YOUR HEAD IN AND WE CAN DO WHATEVER YOU NEED TO DO FOR AS LONG AS WE NEED TO DO IT.

Commissioner Smith: THAT IS WHAT I TOLD MY STAFF, IF A COMMISSIONER NEEDS TO MEET WITH ME, SAME DAY OR SOMETHING, FIND A SPACE FOR THEM TO MEET WITH ME ON THAT DAY BECAUSE THEY WOULDN'T BE COMING IF IT IS NOT, YOU KNOW, AND I DON'T CARE IF YOU TEXT. DON'T EMAIL ME. TEXT ME TO TELL ME TO LOOK AT AN EMAIL. I DON'T LOOK AT MY EMAILS ALL OF THE TIME.

Chair Kafoury: SAME HERE.

Commissioner Smith: TEXT ME AND SAY LOOK AT YOUR EMAIL AND I CAN DO THAT. IN TERMS OF, YOU KNOW, MORE DIFFICULT KIND OF ISSUES, I THINK I WOULD MUCH PREFER TO HAVE IT GO THROUGH MY CHIEF BECAUSE IT TAKES ME A LONG TIME TO REALLY DECIPHER SOMETHING AND/OR CALM DOWN ABOUT SOMETHING. IF MY CHIEF OF STAFF IS THE PERSON THAT HAS THAT CONVERSATION -- IF YOU NEED ME TO DO SOMETHING ASAP, CALL ME AND SAY LORETTA THIS IS THE DEAL. IF THERE IS ENOUGH TIME, TALK TO MY CHIEF AND WE'LL TALK TO YOUR CHIEF AND JUST GET IT DONE. BECAUSE HE

CAN -- HE SPEAKS FOR ME AND HE CAN GENERALLY GIVE MY, YOU KNOW, YES OR NO ON SOMETHING. I KNOW THAT IS NOT THE SAME WAY IN EVERY OFFICE THAT IT HAS TO COME FROM THE MEMBER, BUT MY CHIEF OF STAFF -- IF HE SAYS COMMISSIONER IS GOING TO DO THIS, THAT'S WHAT IT IS GOING TO BE.

Commissioner Bailey: THAT WORKS FOR ME, TOO.

Vice-Chair McKeel: ME AS WELL.

Chair Kafoury: YEAH. I DON'T KNOW, NANCY.

Ms. Bennett: YEAH. [LAUGHTER]

Chair Kafoury: NANCY SAYS YES.

Commissioner Shiprack: THAT'S WHY BEING CHIEF OF STAFF IS SO -- SUCH A RISKY DECISION.

Vice-Chair McKeel: YES.

Commissioner Shiprack: SO I SAY YES.

Commissioner Smith: BUT YOU BETTER BE RIGHT. [LAUGHTER]

Chair Kafoury: I WOULD HAVE ONE CAVEAT WITH THE TEXTING AND EMAIL, TOO, REMEMBER OUR PRIORITIES --

Vice-Chair McKeel: JENNY.

Chair Kafoury: WITH JENNY ABOUT, YOU KNOW, EVEN, AGAIN, AS WE'VE LEARNED, TEXT, SAME THING. EVEN IF YOU ARE TEXTING FROM YOUR PRIVATE PHONE TO SOMEBODY ELSE'S PRIVATE PHONE, IT DOESN'T MATTER. THE PRESS CAN GET IT.

Ms. Hein: ARE THERE THINGS THAT HELP YOU TO HAVE GOOD DISCUSSIONS? BECAUSE AN AWFUL LOT OF KIND OF THE GENERAL COMMUNITY'S PERCEPTION AND EXPERIENCE OF YOU IS KIND OF HOW YOU'RE DISCUSSING AND DEALING WITH WORKING THROUGH THE BUSINESS THAT COMES BEFORE YOU. ARE THERE THINGS THAT YOU KNOW ABOUT WHAT WORKS WELL TO HAVE GOOD DISCUSSIONS OR WHAT SETS YOU UP TO HAVE GOOD AND MEANINGFUL DISCUSSIONS?

Commissioner Smith: I JUST LIKE TO KNOW EVERYTHING. IF WE'RE HAVING A DISCUSSION ON AN ISSUE AND I THINK IT IS FULLY VETTED OUT, I DON'T WANT

TO FIND OUT THE NEXT DAY THAT YOU LEFT SOMETHING OUT TO TELL ME ABOUT THAT WE SHOULD HAVE HAD THE CONVERSATION ABOUT THE DAY BEFORE.

Ms. Hein: ALL RIGHT.

Commissioner Smith: ESPECIALLY IF IT IS CONTROVERSIAL.

Ms. Hein: UH-HMM. YOU REALLY WANT THE FULL PICTURE.

Commissioner Smith: JUST GIVE ME THE FULL PICTURE. EVEN IF YOU THINK I'M NOT GOING TO BE HAPPY ABOUT IT. I CAN TAKE THAT INFORMATION, BUT I JUST CAN'T TAKE YOU'RE NOT GIVING ME THE BAD INFORMATION AND LEARNING ABOUT IT LATER.

Vice-Chair McKeel: RIGHT.

Ms. Hein: OTHER THINGS THAT YOU NOTED THAT HELPED --

Vice-Chair McKeel: TO KNOW THINGS HAPPENING BEFORE THEY SHOW UP IN THE NEWSPAPER. THAT'S ONE OF MY THINGS. YES.

Commissioner Bailey: JUST FOR, YOU KNOW, COUNTY STAFF, I REALLY ENJOY HAVING A PREVIEW OF ISSUES BEFORE THEY COME TO THE BOARD SO I HAVE A CHANCE TO TAKE THINGS OFF LINE AND ASK PEOPLE THINGS IN PERSON. EVERYBODY HAS THEIR OWN STYLE. MY OWN PARTICULAR STYLE IS I TEND TO NOT LIKE TO REALLY GET INTO A LOT OF QUESTIONS AT THE COMMISSION MEETING, IF THEY'RE JUST SORT OF EXPLORATORY QUESTIONS ABOUT THE ISSUE. HAPPY TO GET INTO QUESTIONS IF I HAVE A PARTICULAR QUESTION ABOUT WHY ARE YOU DOING SOMETHING THIS WAY OR WHY IS THIS BEING DONE? BUT IF IT IS JUST EXPLORATORY ABOUT THE ISSUE, THAT IS WHEN I VALUE HAVING THAT TIME BEFOREHAND AND I VALUE WHEN COUNTY STAFF MAKES THAT TIME TO COME IN AND SEE ME.

Chair Kafoury: THAT'S GOOD TO BRING UP. WE'VE HAD -- THIS ONE EBB AND FLOW KIND OF THINGS, GOT TO THE POINT SEVERAL YEARS BACK, COUNTY STAFF WAS BRIEFING US PRIOR TO THE BRIEFING, AND SO WE WOULD -- ABOUT REALLY NON-CONSEQUENTIAL ITEMS, AND, SO --

Commissioner Bailey: YEAH. THERE IS DEFINITELY A LINE.

Chair Kafoury: BUT I DO THINK THAT IS IMPORTANT TO REALIZE, THAT EVERYBODY HAS A DIFFERENT STYLE FOR HOW THEY WANT TO BE COMMUNICATED WITH.

Commissioner Smith: I DON'T KNOW IF YOU EXPERIENCE THIS, BUT I EXPERIENCED THIS FROM DAY ONE. IT MIGHT NOT HAVE HAPPENED TO YOU, COMMISSIONER. PEOPLE WATCH AND CALL AND SAY WHY DIDN'T YOU ASK THAT QUESTION? IT IS LIKE THE CHURCH HOTLINE. THEY CALL MY FAMILY MEMBERS AND CALL ME AND SAY WHY DIDN'T YOU DO THAT? WHY DIDN'T YOU SAY THAT? PEOPLE ASK ME -- EVEN THOUGH YOU UNDERSTAND IT, THIS IS A PUBLIC --

Commissioner Bailey: THAT'S A GOOD POINT.

Commissioner Smith: IT IS A PUBLIC -- IF YOU DON'T ASK THE QUESTION, WE MIGHT BE PRIVY OF A LOT OF DIFFERENT THINGS BEHIND THE SCENES. THEY WANT TO HAVE THIS CONVERSATION AND UNDERSTAND IT. I HAVE HAD JOE WALSH SAY TO ME MANY TIMES, PARTICULARLY ON -- WELL, YOU GUYS PUT THIS ON HERE. WHERE WERE THE OTHER DECISIONS MADE? I DIDN'T HEAR YOU TALKING ABOUT THIS. AND IT'S BECAUSE WE DO UNDERSTAND, WE ARE INSIDE BASEBALL. WE HAVE BEEN DOING IT FOR A LONG TIME. WE GET DIFFERENT BRIEFINGS, BUT THAT SAME THING DOESN'T COME OUT IN THE ROOM. SO, THAT'S WHY, YOU KNOW, A LOT OF QUESTIONS ARE ASKED -- I GET A LOT OF CALLS FROM FOLKS, OTHER FOLKS THAT TELL THEM SOMETHING THAT I DID AND I HAVE TO EXPLAIN TO THEM THAT I DIDN'T DO IT AND GO LOOK AT THE VIDEO. IT HAS HAPPENED SINCE DAY ONE. SOMEONE CALLED MY AUNT AND SAID YOUR NIECE DIDN'T VOTE FOR THOSE KIDS AND THOSE BUS PASSES. I WAS LIKE WHAT ARE THEY TALKING ABOUT? WHAT DO YOU MEAN I'M TAKING BUS PASSES AWAY. I DIDN'T EVEN KNOW THE LINE ITEM OF THE BUDGET -- IT WAS SOMETHING THAT THE PREVIOUS CHAIR HAD SUGGESTED THAT WE DO, BUT I HAD NO IDEA ABOUT IT. BUT THEY KNOW AND THEY CALL YOU, AT LEAST THEY CALL ME AND THEY CALL ME ON MY CELL PHONE. SO, I MEAN --

Ms. Hein: IT HELPS -- IT'S HELPFUL TO GET A PREVIEW OF ISSUES TO REALLY BE BRIEFED AND REALLY NOT -- WHAT I'M HEARING IS THE SENSE THAT NOBODY WANTS SURPRISES. YOU WANT TO KNOW WHAT'S -- WHAT THE ISSUE IS AND YOU ALSO WANT TO KNOW WHAT TENTACLES IT MIGHT HAVE, WHAT ELSE IT MIGHT BE ATTACHED TO.

Commissioner Shiprack: AND I THINK THIS ALSO GOES TO A LITTLE BIT OF HISTORIC LIKE BOARD DYSFUNCTION AND THEN CYCLING INTO A VERY FUNCTIONAL BOARD IN TERMS OF OUTCOMES AND HOW THAT CYCLE WORKED AND WHAT THE DIFFERENCES ARE AND, SO, YOU KNOW, THERE HAVE BEEN BOARDS -- WELL, THE -- SORT OF POSTER CHILD FOR DYSFUNCTIONAL BOARDS WAS BEFORE TED WHEELER BECAME CHAIR, DIANE LYNN CHAIRMANSHIP AND THAT BOARD RESPONSE TO THEIR DISAGREEMENT, WHICH THEN HARDENED INTO A PROCESS THAT THE PRESS

LOVED THAT REALLY GOT IN THE WAY OF A BUNCH OF TALENTED PEOPLE BEING ABLE TO ACHIEVE ANYTHING FOR THE COUNTY, BUT HAD KIND OF EVOLVED -- AND THEN BECAME AN OBJECT LESSON FOR THE BOARD THAT FOLLOWED, AND THAT HAD TO DO WITH BOTH THE PUBLIC PERCEPTION OF THE BOARD, AND THE CULTURE OF THE BOARD. SO, THE PUBLIC PERCEPTION OF THE BOARD MOVED FROM -- THEY DON'T GET ALONG. THEY'RE, YOU KNOW, THAT'S KIND OF SHAMEFUL TO -- WELL, THEY GET ALONG SO WELL, WE SUSPECT THAT THEY MUST BE BAKING THE CAKE. THERE IS A BALANCE THERE, BUT, YOU KNOW, THE -- MAINLY I THINK THAT SUSPICION OF THEY MUST BE BAKING THE CAKE WAS THE FRUSTRATION OF THE PRESS WHICH HAD BEEN SO DELIGHTED AND ENTERTAINED AND WHAT A GIFT IT WAS TO HAVE A BOARD THAT WAS CONSTANTLY SNIPING TO GO TO PEACE. AND JUST MY SORT OF FINAL IS THAT NOT JUST THE OUTCOME, BUT THEN THE CULTURE OF THE BOARD CHANGED, WHICH WAS WE ARE GOING TO ACHIEVE THINGS TOGETHER AND TAKE PRIDE IN THOSE ACCOMPLISHMENTS AS A BOARD, AND THAT MAY DIMINISH THE INDIVIDUAL PLATFORM BUILDING AND STANDING ON TOP OF THE MOUNTAIN OR WHATEVER, BUT IT ALSO INCREASES THE AMOUNT OF WORK THAT WE CAN ACCOMPLISH FOR OUR PRIMARY MISSION. SO, THAT WAS -- I MEAN, SORRY ABOUT THAT. THAT WAS KIND OF LENGTHY --

Chair Kafoury: NO, YOU'RE RIGHT.

Commissioner Shiprack: FROM MY PERSPECTIVE, THAT'S BOTH THE CULTURE AND THE FUNCTION OF -- AND A LITTLE BIT OF HISTORY OF AN EFFECTIVE BOARD.

Commissioner Bailey: TAKE A POTSHOT EVERY ONCE IN A WHILE --

Commissioner Shiprack: EXACTLY. YOU HAVE TO BE CAREFUL THAT YOU'RE NOT DRILLING HOLES IN YOUR OWN BOAT.

Commissioner Smith: BUT YOU ALSO GET THIS, TOO. BECAUSE COMMISSIONER IS EXACTLY RIGHT. THEY SAID, OKAY, YOU GUYS HAVE A 5-0 VOTE ON EVERYTHING. YOU GUYS MUST BE TALKING ABOUT THIS, YOU KNOW. BUT THE THING THAT PEOPLE DON'T UNDERSTAND, WHAT THE PROFESSOR DID, I SAW OUR PREVIOUS BOARDS AND I WORKED WITH THEM IN ANOTHER CAPACITY. I THINK PERSONALLY WE HAVE THE BEST BOARD AND I THINK THAT THE REASON WHY WE HAVE 5-0 VOTES IS BECAUSE WE ALL HAVE THE SAME VALUES ABOUT STUFF. AND I DON'T THINK THERE IS, YOU KNOW, ONE COMMISSIONER ON HERE THAT DOESN'T CARE ABOUT POOR PEOPLE AND WANTING TO MAKE SURE THAT WE GIVE SERVICES AND, YOU KNOW, WITH DIGNITY AND RESPECT THROUGH MULTNOMAH COUNTY. AND THAT'S WHY THIS WORKS SO WELL AND WE ULTIMATELY -- AND SWEAR TO GOD, WE DON'T HAVE THOSE CONVERSATIONS, IT'S JUST BECAUSE WE DO CARE THE SAME



WAY AND WE HAVE THE SAME VALUES AND WE VOTE 5-0. THE PRESS WILL TRY TO SAY TELL ME WHAT YOU ARE DOING ON THE 6th FLOOR TO TRY TO MAKE IT SEEM LIKE WE'RE HAVING CONVERSATIONS -- IT'S NOT HAPPENING, YOU KNOW. EVEN WE TOOK FOR THE APPOINTMENTS -- WE'VE HAD MORE APPOINTMENTS IN THE LAST YEAR OR TWO. WE HAD NO DISCUSSIONS WITH EACH OTHER ABOUT -- WE KNOW HOW TO IDENTIFY WHAT IS A GOOD EGG OR NOT. WE KNOW HOW TO DO THAT. WE HAD NO CONVERSATIONS ABOUT IT. AND PEOPLE THOUGHT WE DID AND WE DIDN'T.

Ms. Hein: SO, THE OTHER -- ANOTHER TOPIC. THIS HAS BEEN VERY CLEAR AND I THINK IT WILL BE HELPFUL TO GO OVER AGAIN IN A MINUTE BEFORE WE WRAP UP THE ITEM, BUT THERE IS ANOTHER TOPIC THAT ALMOST ALWAYS COMES UP WHEN WE TALK ABOUT GOOD COMMUNICATION OR EFFECTIVE COMMUNICATION AND THAT IS THE TOPIC OF RESPECT. SO, I THINK OF RESPECT AS KIND OF THE PLATINUM RULE. GOLDEN RULE TREAT OTHERS LIKE YOU WOULD LIKE TO BE TREATED AND THE PLATINUM RULE TREAT OTHERS LIKE THEY WOULD LIKE TO BE TREATED. WHEN SOMEBODY IS TREATING ME WITH RESPECT MIGHT NOT LOOK THE SAME WAY AS SOMEONE TREATING YOU WITH RESPECT. IT MIGHT BE USEFUL TO TAKE A MOMENT TO TALK AND THINK ABOUT WHEN YOU'RE HAVING CONVERSATIONS, IF YOU AGREE OR IF YOU DON'T ABOUT WHATEVER THE TOPIC IS. WHAT DOES IT MEAN TO YOU TO BE TREATED RESPECTFULLY OR TO BE SHOWING RESPECT TO THE OTHER COMMISSIONERS AND THE CHAIR? ANY THOUGHTS?

Vice-Chair McKeel: YOU MEAN US PERSONALLY?

Ms. Hein: YOU PERSONALLY.

Vice-Chair McKeel: RESPECTFUL TO OUR OTHER COLLEAGUES?

Ms. Hein: IF I'M TREATING YOU WITH RESPECT IN A PUBLIC MEETING, WHAT AM I DOING? HOW AM I BEHAVING, HOW AM I ADDRESSING YOU? WHAT'S THAT FOR YOU?

Commissioner McKeel: I THINK IT'S -- WHAT I ALWAYS SAY WHEN PEOPLE ASK ME HOW -- WHY OUR BOARD GETS ALONG SO WELL, I ALWAYS SAY, WELL, I THINK THAT WE -- NUMBER ONE, WE GENUINELY LIKE EACH OTHER, AND, NUMBER TWO, WE RESPECT THE STRENGTHS THAT EACH MEMBER BRINGS TO OUR BOARD, BECAUSE WE ALL HAVE DIFFERENT STRENGTHS. SO, I GUESS FOR ME TO BE TREATED RESPECTFULLY, I MEAN, I JUST -- JUST LAY IT OUT THERE AND TELL ME WHAT IT IS, AND, YOU KNOW, LET'S DISCUSS.

Commissioner Bailey: I THINK THAT'S WELL SAID. I THINK ANOTHER LAYER TO THE RESPECT FOR ME IS RECOGNIZING THAT EACH OF YOU HAS BEEN CHOSEN BY VOTERS TO BE WHERE YOU'RE A THE AND SO IT IS NOT JUST

RESPECT FOR YOU AS A PERSON, BUT RESPECT FOR THE PEOPLE THAT ELECTED YOU AND THE PROCESS THAT GOT YOU WHERE YOU'RE AT. AND THAT YOU'RE YOU BUT YOU'RE ALSO THAT EMBODIMENT AT THE SAME TIME FOR A GROUP OF PEOPLE THAT MADE THAT DECISION TO HAVE YOU BE IN THAT SEAT FOR THEM. AND ACKNOWLEDGING YOUR -- I DON'T KNOW IF AUTONOMY IS THE RIGHT WORD, BUT I GUESS IN SOME SENSE FOR LACK OF A BETTER PHRASE, YOUR AUTONOMY TO BE ABLE TO DO THAT AND YOU'RE ANSWERING TO THEM AND NOT TO MY CONSTITUENTS AND NOT TO ME NECESSARILY.

Ms. Hein: OTHER EXPERIENCES AS TO WHAT YOUR EXPERIENCE IS TO BE TREATED WITH RESPECT IN THIS PUBLIC FORUM? SO, THE CLOSING QUESTION, ANY OTHER THINGS THAT YOU KNOW HAVE HELPED YOU TO BE EFFECTIVE AS A COMMISSIONER OR IN LEADERSHIP IN PUBLIC LIFE THAT HAS -- THAT PERTAINS TO COMMUNICATION, HOW THAT WORKS WELL, OTHER THOUGHTS?

Commissioner Smith: COUPLE THINGS THAT I THINK I AM GOING TO TALK TO YOU ABOUT. I THINK AS COMMISSIONERS, THAT WE HAVE THE ABILITY TO HAVE CONVERSATIONS AND TO DO THINGS AND ONE OF THE THINGS THAT I REALLY THINK THAT WE HAVE BEEN UNDERUTILIZED WITH IS TO FIND OUT WHAT IS GOING ON WITH GOVERNMENT RELATIONS. I THINK A LOT OF STUFF THAT IS GOING ON THAT YOU COULD USE COMMISSIONERS TO BE KIND OF, YOU KNOW, THE ADVOCATES, AND I THINK A LOT OF THIS ENDS UP GOING TO GOVERNMENT RELATIONS. I DON'T KNOW WHAT ACTUALLY THEY'RE DOING EVERY DAY THAT THEY'RE NOT IN SESSION. SO, AND IT'S REALLY UNCLEAR. I UNDERSTAND THAT GOVERNMENT RELATIONS IS THEIR OWN GROUP, BUT THEY REPORT TO THE CHAIR'S OFFICE, BUT I DON'T KNOW EXACTLY WHAT THEY'RE WORKING ON EVERY WEEK THAT THEY'RE NOT IN SESSION. I DO HAVE THE FEDERAL AND THE STATE, BUT I WOULD LIKE TO BE MORE UTILIZED FOR SOME OF THE STUFF THAT THEY'RE PUSHING THAT I THINK WE CAN BE MORE ENGAGED WITH.

Ms. Hein: GREAT. OTHER THINGS THAT WOULD HELP YOU OR THAT YOU THINK WOULD HELP YOUR COLLEAGUES TO KNOW ABOUT COMMUNICATING WITH YOU? LET ME DO A SUMMARY.

Commissioner Bailey: I'M CURIOUS WHAT OUR CHIEFS WOULD HAVE TO SAY ABOUT THAT.

Commissioner Smith: AND I DO LIKE THE FACT THAT WHEN, YOU KNOW, WE DID GET A COUPLE OF EMAILS TO LET US KNOW THAT, YOU KNOW, ELECTED OFFICIALS ARE GOING TO BE ON THE FLOOR. A LOT OF TIMES GOING BACK TO GOVERNMENT RELATIONS, THEY'RE MEETING WITH ELECTED OFFICIALS ABOUT STUFF THAT I HAVE NO IDEA WHAT THEY'RE MEETING ABOUT AND

WHAT THE OUTCOME IS SUPPOSED TO BE. A LOT OF TIMES THEY DO REPORT TO THE BOARD, BUT THEY'RE NOT REPORTING TO US SPECIFICALLY. THEY'RE GIVING US INFORMATION ABOUT WHAT THEY WANT FOR PRIORITY, BUT AFTER THAT, I GET NO REPORT FROM GOVERNMENT RELATIONS SAYING WHAT THEY'RE DOING, WHERE -- WHAT ARE ALL OF THOSE FOUR PEOPLE DOING? I JUST DON'T KNOW. I THINK THAT WE CAN ALSO BE UTILIZED TO HELP PUSH SOME THINGS THAT THEY'RE ACTUALLY DOING.

Ms. Hein: GREAT. OKAY. SO, THE SUMMARY ABOUT COMMUNICATIONS THAT THERE IS AN IMPORTANT ROLE FOR BOARD STAFF ANNOUNCING ISSUES, PREPARING QUESTIONS. CHIEF OF STAFF BEING ABLE TO REFLECT YOUR POSITION, GIVING ADVANCE NOTICE AND REALLY IMPORTANTLY MAINTAINING THE CONTINUITY AND COMMUNICATION, THE FLOW OF COMMUNICATION. THAT IT'S IMPORTANT TO SHARE INFORMATION ABOUT THE MEETINGS THAT YOU GO TO. YOU ALL SIT ON A LOT OF OTHER BODIES, AND THAT INFORMATION, BRINGING THAT IN IS IMPORTANT. AND THEN WE TALKED ABOUT HOW PEOPLE LIKE TO BE COMMUNICATED WITH, ALL OF YOU SAID THAT YOU'RE INTERESTED IN PRIORITIZING. IF ANOTHER COMMISSIONER NEEDS TO TALK TO YOU, YOU WILL PRIORITIZE THAT COMMUNICATION. IT SOUNDS LIKE PEOPLE LIKE ONE-ON ONE, PEOPLE OKAY WITH PHONE, TEXTING, MOSTLY YOU ARE NOT CONSTANTLY CHECKING EMAILS, SO IF IT IS MORE URGENT, EMAILING IS MAYBE NOT THE BEST WAY. THAT DIFFICULT ISSUES CAN GO THROUGH THE CHIEF OF STAFF. THAT IT'S IMPORTANT TO KNOW THE BACKGROUND OF ISSUES TO KNOW NOT ONLY JUST THE BACKGROUND, BUT ALSO WHAT OTHER THINGS IT MIGHT ATTACH TO. IF SOMETHING MIGHT BE PUBLICIZED, YOU WOULD WANT TO KNOW THAT. MIGHT GET A REPORTER CALLING YOU OR PEOPLE WOULD LIKE TO KNOW ABOUT THAT COMING UP. THE SAME THING ABOUT PREVIEWING ISSUES, KNOWING WHAT MIGHT BE COMING. IN TERMS OF RESPECT, RESPECTING THE STRENGTHS MUCH EACH MEMBER AND TO RESPECT THE FACT THAT YOU ALL WERE CHOSEN BY YOUR CONSTITUENTS TO REPRESENT THEM AND THAT YOU HAVE A ROLE NOT JUST AS A PERSON BUT ALSO AS AN IMPORTANT REPRESENTATIVE AND RESPECTING THAT. AND THEN ALSO GETTING SOME MORE COMMUNICATION AND KNOWING ABOUT WHAT GOVERNMENT RELATIONS IS WORKING ON HOW YOU ALL CAN BE HELPFUL OR INVOLVED.

Commissioner Smith: ONE LAST --

Ms. Hein: GO AHEAD.

Commissioner Smith: THE PRESS DEPARTMENT. I HAVE A -- AROUND RESPECT AROUND THAT. I DON'T KNOW HOW EVERYONE ELSE FEELS. I LOVE THE COMMUNICATIONS DEPARTMENT. THEY DO GOOD WORK. BUT I NEVER KNOW WHERE I HAVE HAD, YOU KNOW, CHALLENGES WITH, ONE, KNOWING WHEN REPORTERS, TV PEOPLE CALL US IN REAL TIME AND WANT -- BECAUSE

EVERYTHING HAS BEEN STREAMLINED THROUGH THE COMMUNICATIONS DEPARTMENT. I WANT TO HAVE THE RESPECT OF THE COMMUNICATIONS DEPARTMENT TO COME AND ASK ME BEFORE YOU GIVE AN ANSWER ON MY BEHALF TO A MEDIA OUTLET OR MEDIA PERSON, COME ASK ME FIRST. YOU CAN ADVISE ME THAT THIS IS WHAT YOU SHOULD -- WE SHOULD BE DOING, BUT LET ME MAKE THE FINAL DECISION ON WHETHER OR NOT I WANT TO TALK TO A PRESS PERSON. DON'T MAKE THAT DECISION FOR ME. AND THAT IS WHERE -- BECAUSE I -- YOU -- YOU CANNOT TELL ME THAT YOU CAN GO WEEKS AND NO ONE HAS CONTACTED THE COUNTY ON A PARTICULAR ISSUE BECAUSE I THINK -- IT'S EASIER JUST TO MAKE THE DECISION FROM THE COMMUNICATIONS DEPARTMENT FOR THE WHOLE, BUT I THINK THERE IS JUST SO MANY -- THERE IS A GRAY AREA. YOU HAVE DAVE AUSTIN, HEAD OF COMMUNICATIONS DEPARTMENT, HE IS ON YOUR PERSONAL STAFF. AND HE'S LISTED AS ONE OF YOUR STAFF PEOPLE. BUT HE IS ALSO THE COMMUNICATIONS DEPARTMENT DIRECTOR, AND SO I -- AND I THINK HE'S ALSO BEEN IN CONTROL OF OUR WEB SITES AND EVERYTHING ELSE. IT'S JUST BOTTLENECKED AND SO FOR ME, I CAN'T SEE HOW YOU DISTINGUISH BETWEEN THE TWO ON WHAT'S TO BE GIVEN TO THE CHAIR'S OFFICE VERSUS TO OTHER COMMISSIONERS. BUT I WOULD JUST LIKE TO KNOW IF SOMEONE HAS SAID I WANT TO TALK TO A COMMISSIONER ON HUMAN TRAFFICKING, AND IF IT'S SOMETHING THAT HAS HAPPENED IN THE PAPER AND, YOU KNOW, THERE HAS BEEN A DECISION MADE IN YOUR OFFICE THAT YOU'RE NOT GOING TO TALK ABOUT IT, THAT'S FINE. BUT I WANT TO BE ABLE TO HAVE FOR MY OFFICE TO BE ABLE TO SAY, WELL, FOR ME HUMAN TRAFFICKING IS X, Y, Z. AND I WANT TO -- I WANT TO -- I DON'T WANT COMMUNICATIONS TO MAKE THAT DECISION FOR ME.

Vice-Chair McKeel: I THINK AS WELL I FEEL A LITTLE UNCLEAR ON THE ROLE OF THE COMMUNICATIONS DEPARTMENT.

Ms. Hein: OKAY. SO, CAN I ADD THAT TO THE BIN?

Chair Kafoury: YEAH. BECAUSE THEY HAVE GONE THROUGH A TRANSFORMATION RECENTLY, AND THEY WERE SUPPOSED TO AT THEIR RETREAT COME UP WITH HAVING PEOPLE ASSIGNED --

Commissioner Smith: WE'VE ALWAYS HAD PEOPLE ASSIGNED --

Chair Kafoury: WELL, IF IT -- YOU TELL ME WHAT YOU GUYS LIKE BETTER. I ALWAYS WANTED TO HAVE ONE PERSON ON COMMUNICATIONS STAFF ASSIGNED TO MY OFFICE SO THAT I COULD HAVE THEM COME TO MY STAFF MEETINGS, WHICH I DID, AS A COMMISSIONER. I HAD ONE OF THE COMMUNICATION PEOPLE COME TO MY STAFF MEETINGS, AND THEN I KNOW THAT THAT'S ALWAYS THE PERSON THAT I GO TO, BUT THEN -- IT IS A LITTLE -- BECAUSE THEY'RE ISSUE-BASED AS WELL, YOU MIGHT NOT GET THE PERSON

ON THE ISSUE. IT IS ALWAYS A WORK IN PROGRESS, BUT THEY ARE SUPPOSED TO FIGURE OUT WHO -- WHICH ONE OF THEM --

Commissioner Smith: THAT IS A GOOD IDEA TO HAVE THE PERSON ASSIGNED TO COME TO THE STAFF MEETINGS AND YOU WOULD HAVE BETTER COMMUNICATIONS. I JUST FEEL LIKE THINGS ARE SLIPPING THROUGH THE CRACKS AND IT IS NOT GETTING TO ME AND I FIND OUT ABOUT IT BECAUSE I READ IT IN THE PAPER. WHY DIDN'T THEY COME IN AND SAY SOMETHING.

Ms. Hein: THAT'S IN THE BIN, RIGHT? CLEARLY -- AND MAYBE THERE WILL BE MORE UPDATE FROM WHAT THEY DID IN THEIR RETREAT. WE WILL CIRCLE BACK AROUND BEFORE TODAY'S MEETING ENDS AND BACK TO IT WITH MAYBE SOME RESOLUTIONS. THINKING ABOUT, AND I THINK THIS MAY BE A NICE SEGUE. THE NEXT PIECE WAS JUST TO ASK EACH OF YOU TO TALK FOR REALLY A MINUTE OR TWO, YOU KNOW ME AND MY TIMER NOW. TO JUST TALK FOR A COUPLE OF MINUTES ABOUT YOUR LEADERSHIP STYLE AND YOUR LEADERSHIP PERSPECTIVE. ALL OF YOU, I KNOW, HAVE SPENT TIME THINKING AND TALKING ABOUT IT, ARTICULATED IT THROUGH YOUR CAMPAIGNS, BUT THIS IS AN INVITATION TO ARTICULATE IT TO EACH OTHER HERE SO THAT THE PEOPLE HERE CAN REALLY UNDERSTAND, YOU KNOW, WHAT IS YOUR LEADERSHIP STYLE, YOUR LEADERSHIP PERSPECTIVE FROM TODAY, 2014, LOOKING OUT ABOUT A YEAR? WHAT ARE YOU THINKING ABOUT -- WHAT DO YOU WANT TO LEAD ON? WHAT ARE YOU CONCERNED WITH? I WANT TO DO THIS AS KIND OF A ROUND TABLE. EACH PERSON JUST GETS A TIME, TWO MINUTES ON THE CLOCK.

Commissioner Smith: LEADERSHIP STYLE OR ISSUES THAT WE'RE GOING TO BE WORKING ON?

Ms. Hein: REALLY YOUR LEADERSHIP PERSPECTIVE. THIS IS HOW I THINK ABOUT LEADERSHIP, HOW I'M LEADING ON BEHALF OF THE COUNTY OR FROM MY DISTRICT. YEAH. SO, IS THERE SOMEBODY WHO IS WILLING TO START AND TALK ABOUT THEIR LEADERSHIP STYLE AND PERSPECTIVE? I WILL GIVE YOU TWO MINUTES.

Commissioner Shiprack: SURE.

Ms. Hein: THANK YOU.

Commissioner Shiprack: I WILL TAKE OFF. WELL, I THINK FOR ONE THING, IT'S REALLY THE JOB OF A LEADER TO SMOOTH THE PATH AND, YOU KNOW, STEP IN AND PROVIDE POLICY LEADERSHIP, OR AT LEAST SOMETIMES IT'S JUST STEP IN AND TAKE A STAB AT WHAT POLICY LEADERSHIP IS AND THEN INVITE OTHER ATTITUDES AND OPINIONS TO, YOU KNOW, TAKE OVER THAT DISCUSSION. I THINK THAT HELPING A GROUP ARRIVE AT NEUTRAL

PRINCIPLES HAS ALWAYS JUST -- I MEAN, NOTHING SUCCEEDS LIKE SUCCESS. IN MY EXPERIENCE, BEING ABLE TO GET A GROUP OF DIVERSE PEOPLE ON -- SIGNED ON TO A NEUTRAL PRINCIPLE AND THEN RETURN TO THAT NEUTRAL PRINCIPLE AS THE GROUP WORKS ITS WAY THROUGH ALL OF THE OTHER, YOU KNOW, PLATFORMS OR OPINIONS OR FORMER POSITIONS OR OTHER ADVOCATES IN THE COMMUNITY, HELPS RETURN TO THE NEUTRAL PRINCIPLE SOME OF THE JUICE OF, YOU KNOW, WHAT WAS REALLY THE FUNDAMENTAL VALUE THAT THE GROUP IS TRYING TO DRIVE FORWARD ON. I ALSO HAVE -- FEEL THAT IT IS REALLY IMPORTANT TO KEEP CONTEXT IN -- WITHIN OUR CONSIDERATION, WHICH IS THAT ISSUES DON'T ARISE INDEPENDENTLY, BUT ESPECIALLY FOR THE COUNTY, THEY ALWAYS ARISE AS PART OF A SYSTEM, AND SO THEY, YOU KNOW, THIS WHOLE CONVERSATION ABOUT SILOS AND BREAKING THEM DOWN AND INTERSECTIONS, AND INTERSECTIONS SOUNDS SO 90 DEGREES. IT'S NOT REALLY INTERSECTION SO MUCH AS IT IS ALIGNMENT AND COORDINATION. SO, THAT'S HOW I SEE LEADERSHIP.

Ms. Hein: PERFECTLY TIMED.

Vice-Chair McKeel: GOOD JOB, JUDY.

Ms. Hein: THAT WAS IMPRESSIVE. WHO WOULD LIKE TO GO NEXT?

Commissioner Bailey: I'LL GO.

Ms. Hein: THANK YOU.

Commissioner Bailey: I GUESS I'VE ALWAYS BELIEVED THAT IN BROAD STROKES GOVERNMENT WORKS BEST WHEN IT ACTS AS A FACILITATOR. AND I HAVE ALWAYS SEEN MY ROLE TO SOME DEGREE AS A FACILITATOR. TO BE NOT JUST A PROBLEM IDENTIFIER, BUT SOMEBODY WHO HELPS DRAW OUT SOLUTIONS FROM OTHERS. SO, MY LEADERSHIP STYLE TENDS TO BE VERY COLLABORATIVE. I LIKE HAVING A LARGE GROUP OF PEOPLE AROUND A TABLE TRYING TO GET TO A SOLUTION AND I LIKE BEING IN THE POSITION OF TRYING TO DRAW THAT OUT FROM THE PEOPLE THAT ARE -- THAT ARE IN THE ROOM. AND I THINK THE LEADERSHIP ALSO MEANS BEING THE ONE WHO WILL SHINE A LIGHT ON A PARTICULAR GOAL FOR COLLECTIVE ACTION AND TO ORGANIZE PEOPLE AROUND THAT GOAL AND THEN TO BRING OUT THEIR STRENGTHS IN REACHING IT. SO, I TEND TO HAVE BIASES IN MY LEADERSHIP STYLE TOWARDS THOSE KINDS OF GROUP EFFORTS OR GROUP PROJECTS, AND THAT'S NOT ALWAYS THE BEST APPROACH, BUT THAT IS SOMETIMES THE APPROACH THAT I DEFAULT TOWARDS.

Ms. Hein: THANK YOU.

Commissioner Smith: I'LL GO NEXT. I THINK MY LEADERSHIP STYLE HAS NOT CHANGED. I LIKE TO BE A LEADER WHO IS ACCESSIBLE, SO I DO A LOT OF COMMUNITY EVENTS. I ATTEND A LOT OF MEETINGS, PUBLIC MEETINGS, BUT AT THE SAME TIME WE DO A LOT OF GOOD WORK AT MULTNOMAH COUNTY. SO I ALSO SEE ME AS A LEADER WHO IS AN AMBASSADOR. WHEN I KNOW SOMETHING THAT WE'RE DOING REALLY WELL THAT PEOPLE DON'T KNOW ABOUT, I LIKE TO GO OUT IN DIFFERENT COMMUNITIES AND LET PEOPLE KNOW WHAT WE'RE DOING, BE AN AMBASSADOR. I'M NOT TRYING TO CHANGE OR REINVENT THE WHEEL HERE. I THINK WE'VE GOT ENOUGH STUFF GOING ON WITHIN OUR DEPARTMENTS AROUND -- SO THAT'S AN EXAMPLE. THE DEAL WAS TO TRY TO GET AS MANY PEOPLE SIGNED UP AS POSSIBLE. I WENT OUT AND TALKED TO DIFFERENT GROUPS OF PEOPLE AND ENCOURAGED THEM AND ENGAGED THEM TO SIGN UP FOR THE AFFORDABLE CARE ACT. I HAD TOWN HALL MEETINGS IN MY DISTRICT TO TRY TO GET THAT INFORMATION OUT TO MAKE SURE THAT PEOPLE UNDERSTOOD THAT THIS IS JUST NOT FOR PEOPLE WHO ARE ON WELFARE. THIS IS FOR EVERYBODY. SO, THAT'S -- THAT'S MORE MY STYLE. I'M UP FRONT. IF I TELL YOU I'M GOING TO DO SOMETHING, I'M GOING TO DO IT. JUST IN TERMS OF COMMUNICATION AND RESPECT, IF YOU TELL ME YOU'RE GOING TO DO SOMETHING AND YOU CHANGE YOUR MIND ON THAT, I NEED YOU TO COME BACK AND TELL ME THAT YOU CHANGED YOUR MIND ON IT. THAT'S HOW I AM. I DON'T FLIP ON FOLKS. IF I TELL THEM I'M GOING TO DO SOMETHING, I DO IT. THAT'S JUST THE WAY I AM ABOUT IT. I'M OPEN TO JUST ABOUT ANYTHING BUT I THINK I HAVE MORE OF A KIND OF ACTIVIST KIND OF LEADERSHIP STYLE. SO, AND I GET A LOT OF THE THINGS THAT I LOOK AT ISSUE -- I ISSUE SPOT IN THE NEWSPAPERS AND ON THE INTERNET ABOUT DIFFERENT THINGS THAT WE COULD DO BETTER. THAT'S JUST WHO I AM.

Ms. Hein: THANK YOU. PERFECT.

Commissioner McKeel: I'LL GO NEXT. SEE IF I CAN KEEP IN MY TWO MINUTES HERE. EVERYBODY HAS DONE SO WELL. I THINK FOR ME AND MY LEADERSHIP STYLE HAVING A DEFINED MISSION VISION VALUES PRIORITIES IS VERY IMPORTANT BECAUSE YOU ALWAYS -- EVERYTHING COMES BACK TO THAT, YOUR VALUES AND THAT. I THINK ALSO, I THINK WHERE WE HAVE HAD A LOT OF SUCCESS IS BRINGING A COLLABORATIVE AROUND THE TABLE AND WE'VE SEEN THAT IN MANY -- IN OUR -- IN OUR VETERANS, IN OUR STEM WORK, HAVING EVERYBODY SIT AT THE TABLE AND ANYBODY WHO HAS BEEN IN MY MEETINGS KNOWS, EVERYBODY SITS AT THE TABLE. NOBODY SITS BEHIND US. WE ALL ARE AT THE TABLE TALKING ABOUT THE ISSUE. I ALSO THINK IT IS VERY IMPORTANT TO HAVE ACTION STEPS OUT OF YOUR MEETING. YOU DON'T -- WE DON'T JUST TALK. WE COME OUT WITH THE -- AFTER WE'VE COLLABORATED AND GONE THROUGH OUR AGENDA, WE COME OUT WITH ACTION STEPS. I THINK THAT IS VERY IMPORTANT. I'M OUT IN THE COMMUNITY

A LOT. OBVIOUSLY I HAVE FIVE CITIES I REPRESENT IN AN UNINCORPORATED AREA. I LOVE BEING OUT IN THE COMMUNITY AND WORKING WITH OUR DIFFERENT COMMUNITIES. AND MY WORD AND MY INTEGRITY ARE VERY IMPORTANT TO ME WHEN I'M -- AS I'M OUT AMONG THE COMMUNITIES.

Ms. Hein: OKAY.

Commissioner McKeel: I FINISHED BEFORE TWO MINUTES.

Chair Kafoury: I'M GOING TO TALK MORE ABOUT LIKE WHAT I WANT -- HOW I WANT TO BEHAVE IN THE NEXT YEAR OR FOUR YEARS OR WHATEVER. I RAN FOR THIS POSITION BECAUSE I REALLY WANT TO DO THINGS AND THAT'S BEEN HOW I WAS AS A COMMISSIONER. I'M NOT REALLY INTERESTED IN JUST BEING IN OFFICE TO BE IN OFFICE. AND I'M NOT INTERESTED IN YOU KNOW WHERE I'M GOING TO GO NEXT OR NEXT STEPS. I'M INTERESTED IN GETTING THINGS DOWN NOW. I'M ALL ABOUT MAKING CHANGE. AND I ALSO WANT TO ENCOURAGE ALL OF US TO BE BOLD AND MAKE BIG BOLD CHANGE. I DON'T WANT TO MAKE JUST INCREMENTAL BITING AROUND THE MARGINS. IVE AGREE, WE DO REALLY GOOD WORK AT MULTNOMAH COUNTY. IT IS ALL OF OUR JOBS TO BE OUT THERE PUBLICLY TALKING UP THE BIG THINGS AND I ALSO KNOW THERE ARE THINGS WE CAN AND SHOULD CHANGE. SOME OF THE THINGS THAT WE'VE LEARNED -- OUR HEALTH DEPARTMENT HAS DONE AMAZING WORK BUT WE HAVE NOT MOVED THE NEEDLE ON SOME IMPORTANT ISSUES. WE NEED TO MAKE SOME CHANGE AND I THINK THAT'S MY MOTTO MOVING FORWARD IS REALLY GOING TO BE TO BE BOLD. SO, I THINK THAT WE CAN DO IT TOGETHER. I THINK IT TAKES ALL OF THESE OTHER ISSUES INTO, YOU KNOW, COMMUNICATION AND TREATING EACH OTHER WITH RESPECT, THOSE ARE REALLY IMPORTANT AS WE'RE GOING TO BE WORKING TOGETHER AND BUILDING CONSENSUS TO GET TO SOME BIG BOLD CHANGES. BUT I THINK WE CAN DO IT.

Commissioner Smith: I MEAN, THAT'S A GOOD IDEA FOR THE CHAIR'S STANDPOINT. WE CAN'T MAKE BIG BOLD CHANGES BECAUSE WE'RE NOT THE CHAIR. PEOPLE DON'T REPORT TO US. WE CAN'T TELL THEM WHAT TO DO. IN TERMS OF US MAKING BIG, BOLD CHANGES, WE CAN DO THAT WITHIN OUR OWN LITTLE SPHERE OF WORK, BUT LIKE FOR EXAMPLE, I HAD A BUDGET NOTE ABOUT TRYING TO FIGURE OUT WHERE WE'RE GOING TO GET THAT INFRASTRUCTURE TO COLLECT THOSE PRIVATE DOLLARS FOR THE INMATES WHO WERE UNADJUDICATED. I DON'T KNOW WHEN THAT IS. I CANNOT PUSH THE CORRECTIONS HEALTH DEPARTMENT TO MOVE THAT. THEY'RE GOING TO MOVE IT WHEN THEY WANT TO MOVE IT AND THE REASON WHY IT WAS PUT INTO A BUDGET NOTE WAS BECAUSE I WANT SOMETHING TO HAPPEN NOW. I WANT US TO BE ABLE TO COLLECT SOME OF THOSE DOLLARS BECAUSE THERE ARE PEOPLE WHO ARE IN OUR JAILS WHO ARE UNADJUDICATED, WHO HAVE PRIVATE INSURANCE AND I WANTED MONEY BACK INTO OUR GENERAL



FUND. SO I CAN'T MAKE A BIG BOLD -- I CAN'T GO OUT TO IT COME UP WITH A SOFTWARE PROGRAM SO WE CAN GET THIS MONEY. THAT HAS TO COME THROUGH YOU. AND IF THAT IS NOT A PRIORITY FOR YOU, IT -- YOU KNOW, I CAN TALK TO THE DEPARTMENT HEADS ALL THEY WANT. THEY'RE NOT GOING TO ANSWER TO ME. THEY'RE NOT GOING TO MOVE FORWARD ON ANYTHING UNLESS YOU SAY IT IS A PRIORITY FOR YOU.

Chair Kafoury: WELL, I THINK THAT IS AN EXAMPLE OF -- I DO THINK IF WE'RE WORKING TOGETHER ON ISSUES THAT WE CAN -- AND THAT'S HOW WE'RE GOING TO MOVE FORWARD. NO ONE OF US CAN DO THINGS ALONE. WE NEED THREE VOTES.

Commissioner Smith: YES.

Chair Kafoury: THAT BEING SAID, I WOULD RATHER THAT WE WORK TOWARDS FIVE. I THINK IT MAKES THINGS STRONGER WHEN WE'RE ALL ON THE SAME PAGE. BUT YOU SHOULD BE ABLE TO GET INFORMATION ON -- I KNOW MARISSA HAS BEEN PLANNING ON WHEN ALL OF THE BUDGET NOTES WILL HAVE THEIR BRIEFINGS AND DO IT IN A SYSTEMATIC FASHION.

Commissioner Smith: I'M NOT THINKING ABOUT BRIEFINGS. I'M SAYING WHEN ARE WE -- NO QUESTION THE LAW IS THERE. LET'S HAVE A CONVERSATION. I DON'T NEED YOU TO BRIEF ME -- WHEN ARE WE GOING TO GET THE SOFTWARE IN PLACE SO THAT WE CAN START COLLECTING THE MONEY? I MEAN, AS A CHAIR I CAN -- THEY DON'T FEEL LIKE THEY HAVE TO ANSWER TO ME IF I ASK THAT QUESTION.

Commissioner Shiprack: I WANT TO BACK UP A LITTLE BIT IF I CAN. I JUST WANT TO SAY IT MAKES ME -- I MEAN, IT'S LIKE I ALMOST FEEL IT, LIKE IN MY TUMMY THE POSSIBILITY OF PARTICIPATING IN A VISIONARY KIND OF GOVERNMENT THAT IS BIG AND BOLD AND WORKS TOGETHER. SO, IT'S DIFFERENT THAN THE INCREMENTAL ISSUES THAT WE WORK ON IN OUR OFFICES. THE -- THE BEING ABLE TO CAPTURE THE IMAGINATION OF A COMMUNITY AND TO RISE UP TO THE OCCASION AND SO THE ETHICS GUY TALKED ABOUT NARRATIVE, HAVING OUR NARRATIVE FOR OURSELVES IF WE WORK ON DEFINING IT BE BIG AND BOLD. SORRY, THAT JUST RESONATES FOR ME AND I THINK THAT ALL TOGETHER WE CAN DO THAT KIND OF THING. THAT IS A TEAMWORK KIND OF THING. INDIVIDUALLY PARTS OF THAT THAT WE NEED TO GET DONE. BUT ANYWAY --

Vice-Chair McKeel: I THINK WHAT'S IMPORTANT IS WE HAVE TO SET OUR PRIORITIES. IF OUR PRIORITY IS TO BE BIG AND BOLD, THEN WE NEED TO COMMUNICATE THAT TO EVERYBODY WHO WORKS THERE. WE NEED TO COME TOGETHER AS A BOARD AND SAY HOW DO EACH OF US AFFECT THAT

HAPPENING. I THINK, YOU KNOW, IN OUR STRUCTURE, SOMETIMES I THINK THE COMMISSIONERS ARE A LITTLE UNDERUTILIZED.

Commissioner Smith: I AGREE.

Vice-Chair McKeel: AND I THINK THAT IS SOMETHING THAT WE NEED TO ADDRESS. AND HOW DO WE -- IF THAT'S A PRIORITY, HOW DO WE ALL MAKE THAT HAPPEN? WHAT'S OUR ROLE IN MAKING THAT HAPPEN?

Commissioner Bailey: I'M EXCITED TO HEAR THAT THAT IS YOUR LEADERSHIP STYLE AND YOU WANT TO GET THINGS DONE THAT WAY. I REALLY AM. I THINK TO THAT POINT, YOU KNOW, WITHOUT SPEAKING FOR ANYBODY ELSE, BUT SPEAKING -- I THINK IT'S, YOU KNOW, PLEASE BE CLEAR ABOUT WHERE WE CAN HELP PULL IN THOSE DIRECTIONS AND USE US AND UTILIZE US AND LET'S DO SOME COOL THINGS.

Commissioner Smith: IF YOU SAY -- OKAY, WE'RE GOING TO BE BIG AND BOLD ABOUT THIS, WE ARE GOING TO GET THIS DONE AND UP AND RUNNING -- COMMISSIONER McKEEL IS GOING TO TAKE THIS PIECE OF IT -- MAKE THEM KNOW THAT THEY HAVE TO WORK WITH US ON ISSUES TO BE BIG AND BOLD, BECAUSE IF YOU DON'T SET THE TONE OF BEING BIG AND BOLD AND SAYING I NEED YOU TO WORK WITH COMMISSIONER SMITH ON THIS OR THAT AND MAKE THAT A PRIORITY, THEY ARE ONLY GOING TO MAKE WHATEVER YOUR PRIORITY IS THE PRIORITY FOR WHATEVER THEIR BIG BOLD --

Chair Kafoury: THAT'S REALLY HELPFUL. I THINK ONE OF THE REASONS THAT I REALLY WANTED TO GET TOGETHER AND HAVE THIS CONVERSATION TODAY IS BECAUSE, YOU KNOW, I'M -- I'M LEARNING HERE, TOO, IN THIS ROLE. AS I SAID, I'VE BEEN THERE. I'VE BEEN A COMMISSIONER. THAT'S THE LIFE I KNOW. SO, TRYING TO BE IN THIS NEW POSITION IS A LEARNING EXPERIENCE JUST AS IT IS YOU ALL LEARNING HOW WE RELATE. THE FIRST STEP AS WE TRY TO DEVELOP IN OUR AGENDA OUR UNIFIED AGENDA AND STRATEGIC THINKING IS THAT WE COME TOGETHER AND LEARN HOW TO COMMUNICATE.

Commissioner Bailey: YEAH.

Ms. Hein: SO, THANK YOU. THAT WAS, I THINK, IT SOUNDED LIKE A VERY USEFUL DISCUSSION FOR EVERYBODY. I'M GOING TO MOVE US INTO THE DISCUSSION -- THIS IS -- YOU'LL NOTICE A THEME HERE ABOUT THE MISSION, VISION, AND VALUES, IF YOU WOULD BE WILLING TO PASS ONE DOWN.

Chair Kafoury: I DO HAVE TO TAKE A QUICK BREAK. I'VE HAD TOO MUCH COFFEE.

Commissioner Bailey: TAKE FIVE.

Vice-Chair: TAKE FIVE.

Ms. Hein: WE'RE ONLY GOING TO 12:25, OF COURSE, IF YOU NEED TO BREAK.

Chair Kafoury: WE CAN TALK THROUGH LUNCH, TOO. THAT'S FINE IF YOU --

Vice-Chair McKeel: YEAH.

[BREAK]

Commissioner Shiprack: MANY ISSUES THE COUNTY COVERS AND HOW MANY ISSUES WE'RE EXPECTED TO COME UP TO SPEED ON, IT'S JUST HELPFUL TO HAVE SOME GUIDANCE ABOUT THE FACT THAT THERE ARE LIMITS. THERE NEED TO BE LIMITS. IT'S ALREADY BROAD, EXTREMELY BROAD. AND THERE ALSO IS A LENS THAT WE USE TO LOOK AT WHAT ARISES WITHIN THOSE LIMITS, AND THE LENS OF THESE VALUES, I THINK, IS REALLY HELPFUL.

Ms. Hein: YEAH. YEAH. ONE OF THE THINGS I REMEMBERED FROM THE -- FROM THAT EXPERIENCE WAS WE DID A WORDLE THAT IDENTIFIED ALL OF THE VALUES THAT YOU ALL PRIORITIZED AND THERE WAS TREMENDOUS CONVERGENCE. REALLY --

Chair Kafoury: YOU KNOW WHAT A WORDLE IS.

Commissioner Bailey: NO, HONESTLY, WHAT IS THAT?

Ms. Hein: A WORDLE? IT IS A FREQUENCY GRAPH. FREQUENCY GRAPH -- WORDS THAT APPEAR WITH GREATER FREQUENCY ARE IN BIGGER TYPE. SORRY. YOU'VE SEEN ONE BEFORE.

Commissioner Bailey: I'VE SEEN ONE. DID NOT KNOW THE NAME.

Ms. Hein: SO, THAT WAS ALL IT WAS ABOUT THIS. JUST BRINGING -- REINTRODUCING IT BACK INTO THE CONVERSATION. COMMISSIONER SHIPRACK TALKED ABOUT IT AS A LENS WE USE. COMMISSIONER SMITH TALKED ABOUT IT AS CONTINUING WHAT WE DO. THAT YOU HAVE BEEN USING IT ALREADY IN TERMS OF TALKING IN THE PROMISE NEIGHBORHOODS IT ALREADY APPLIES.

Commissioner Smith: DEPARTMENT HEADS, AGAIN THAT HAS TO COME FROM THE CHAIR. DEPARTMENT HEADS, WHEN DOING THE BUDGET, REMEMBER OUR MISSION VALUES.

Ms. Hein: RIGHT.

Commissioner Bailey: DO WE -- DID YOU PASS THIS OUT FOR US TO DISCUSS THIS BECAUSE WE WANT TO TAKE THIS AND PUT A LENS ON WHAT WE'RE DOING AND HOW IT FITS UNDER HERE OR BECAUSE YOU WANT -- IS IT STILL WHAT WE WANT TO DO? ARE WE OPENING THE DISCUSSION OF CHANGES, ADDITIONS, DELETIONS, OR ARE WE JUST TALKING ABOUT THIS AS A FRAME --

Commissioner Smith: I HAVE NO IDEA.

Ms. Hein: AS A FRAME. JUST AS A FRAME.

Commissioner Bailey: OKAY.

Ms. Hein: NOBODY HAD ANY ISSUES. NOBODY REACTED AND SAID I'M ALLERGIC TO THIS WORD. TO REINTRODUCE IT BECAUSE YOU WORKED SO HARD ON IT AND AS YOU'RE KIND OF SETTING THE COURSE FOR THE NEXT COUPLE OF YEARS, IT IS GOOD TO REMEMBER THAT THIS IS WHAT YOU SAID LAST TIME.

Commissioner Bailey: OKAY.

Ms. Hein: SO, I WANT TO MOVE US INTO KIND OF STARTING TO WRAP UP.

Chair Kafoury: NOT GOING TO MAKE ANY CHANGES.

Commissioner Bailey: I MIGHT, BUT I WANTED TO BE CLEAR ON WHETHER THAT WAS WHAT WE WERE TALKING ABOUT.

Vice-Chair McKeel: WHAT I WOULD ADD TO THE MISSION VISION VALUES, NEXT STEP IS PRIORITIES. I THINK WE NEED TO IDENTIFY OUR PRIORITIES AS THEY RELATE TO THE MISSION VISION VALUES AND THE NEXT STEP IS, AS COMMISSIONER SMITH WAS SAYING, HOW DO WE COMMUNICATE THAT TO THE DEPARTMENTS THROUGH THEIR BUDGETING PROCESS? HOW DO WE BRING, YOU KNOW, HOW DO WE BRING IT ACROSS DEPARTMENTS? THAT'S ONE THING THAT IS REALLY IMPORTANT THIS YEAR, IS HOW DO WE EQUATE THESE ACROSS THE DEPARTMENTS? I'M HAVING A LITTLE TROUBLE MAKING THAT CONNECT RIGHT NOW WITH SOME THINGS. I WANT US TO LOOK AT OUR SYSTEMS OF CARE AND HOW WE DO THAT.

Commissioner Shiprack: WE FORGET THAT WE HAD -- THAT WHEN WE CAME INTO OFFICE WE WERE IN THE WORST FINANCIAL CRISIS SINCE THE GREAT DEPRESSION. AND WE HAD -- AND WE WERE CUTTING BUDGETS, AND WE WERE TRYING TO BE MORE EFFECTIVE AND MORE EFFICIENT. AND, YOU KNOW, I THINK IT IS REALLY A POOR CRISIS THAT DOESN'T GENERATE SOME GOOD OUTCOME, AND I THINK THAT WE -- ONE OF THE THINGS THAT WE DID

TO TAKE ADVANTAGE OF THE CRISIS IS WE CAME UP WITH THIS. THE ONLY OTHER STEP, AND THIS IS KIND OF -- NOW THIS IS LIKE A BAD OLD DREAM FROM THE PAST, BUT I REMEMBER HAVING TO WRITE GOALS AND OBJECTIVES AND YOU HAD TO KNOW WHAT WAS A GOAL AND WHAT AS AN OBJECTIVE AND I'M SORRY, ONE OF THEM IS WHERE YOU WANT TO GO AND THE OTHER ONE IS HOW YOU'RE GOING TO GET THERE.

Ms. Hein: UH-HMM.

Commissioner Shiprack: AND I THINK WHAT WE'RE TALKING ABOUT HERE IS TO STREAMLINE OURSELVES SO THAT WE GET THE BEST CRACK AT SUCCESS BY FIRST KIND OF DEFINING WHAT SUCCESS LOOKS LIKE AND, SECONDLY, TALKING ABOUT HOW WE'RE GOING TO GET THERE.

Ms. Hein: YEAH. SO, THAT -- AND THAT'S THAT KIND OF NEXT STEP ABOUT, YOU KNOW, KIND OF PRIORITIZATION AND KIND OF THE CONVERSATION THAT I THINK THE CHAIR WAS INVITING ABOUT HOW CAN WE ALL WORK TOGETHER TO ACHIEVE THOSE BIG THINGS, TO NOT JUST NIBBLE AT THE EDGES TO MAKE BIG CHANGES FOR THE COMMUNITY, FOR THE COUNTY. AS WE'RE MOVING TOWARD WRAPPING UP, I WANT TO JUST TAKE A MINUTE TO LOOK AT THE THINGS IN THE PARKING LOT. THERE WERE ONE, TWO, THREE, FOUR ISSUES THAT WE COULD COME BACK TO AND I WANT TO ASK IF YOU HAVE IDEAS ABOUT WHERE THEY SHOULD GO. I DON'T KNOW WHERE THEY SHOULD GET ASSIGNED TO OR WHAT THE NEXT STEP OR FOLLOW-UP IS FOR ANY OF THESE? COULD USE SOME HELP.

Chair Kafoury: RAISE YOUR HAND, NANCY.

Ms. Hein: JUST PUT NANCY'S NAME ON ALL OF THESE?

Commissioner Smith: LIKE THE WEB SITE -- IS COMMUNICATIONS RESPONSIBLE FOR OUR WEB SITE?

Ms. Hein: SO, THIS WOULD --

Ms. Bennett: I ALREADY TEXTED DAVID AUSTIN. HE'S NOT HAPPY.

Ms. Hein: FOLLOWING UP THE DEPUTY IN THE ROOM IS ALSO -- NANCY?

Ms. Bennett: I THINK ACTUALLY JEN SAID THERE IS ALWAYS A DEPUTY IN THE ROOM.

Commissioner Smith: BUT TAMMY DETERMINES WHETHER OR NOT THERE IS ONE IN THERE.

Chair Kafoury: THERE HASN'T BEEN --

Mr. Zimmerman: IT REALLY DEPENDS ON WHAT EITHER THE SHERIFF OR THE CHIEF OR TAMMY SEES IN THE ROOM THAT IS GOING ON. USED TO BE A LOT OF BIG CROWDS AND THEY WERE THERE EVERY SINGLE TIME. BUT IT IS KIND OF -- IT REALLY DOES -- AND LYNDY, TOO.

Board Clerk: THERE HAS BEEN MANY TIMES WHEN HE SAID I'M SORRY, WE DON'T HAVE ANYONE AVAILABLE.

Ms. Hein: SO, THIS IS SOMETHING TO FOLLOW-UP ON.

Chair Kafoury: I THINK ERIC IS VOLUNTEERING TO --

Ms. Hein: I WILL PUT ERIC'S --

Mr. Zimmerman: INITIALLY LAST SPRING WAS, I BELIEVE, THE SHERIFF SUBMITTED A LINE ITEM FOR IT AND THEN IT WENT TO THE -- THEY REMOVED THIS PIECE OUT OF IT.

Commissioner Smith: IT WAS TAKEN OUT.

Vice-Chair McKeel: OKAY. THAT'S THE QUESTION. IT WASN'T FUNDED.

Mr. Zimmerman: IT JUST ROLLED INTO OTHER DUTIES THAT WE HAD.

Vice-Chair McKeel: RIGHT.

Ms. Hein: AND THAT IS A FOLLOW-UP ITEM FOR ERIC. THE ROLE OF COMMUNICATIONS DEPARTMENT IS A FOLLOW-UP ITEM --

Chair Kafoury: ALONG WITH THE WEB SITE.

Ms. Hein: THAT'S ANOTHER ONE FOR NANCY. AND THEN THE CONVERSATION AROUND A CODE OF CONDUCT, I MEAN, THAT'S THE KIND OF THING OFTEN A BODY LIKE THIS WOULD DISCUSS AND MAKE AGREEMENT ABOUT. I DON'T KNOW IF YOU WANT TO HAVE SOMETHING LIKE THAT. WHAT DO YOU WANT TO DO FOLLOWING UP WITH THAT ITEM?

Vice-Chair McKeel: THERE ARE PRINTED CODES OF CONDUCT FOR MEETINGS. THEY'RE IN SOME OF OUR MEETING ROOMS IN THE BUILDING. I THINK IT IS JUST A MATTER OF GETTING ONE OF THOSE AND THEN US TAKING A LOOK AT IT AND SEEING IF THAT IS WHAT WE WANT IN THE BOARD ROOM. IT'S JUST A CODE OF CONDUCT ABOUT BEING IN A MEETING. YOU'RE RESPECTFUL IN

YOUR QUESTIONING. AND I'VE SEEN THEM IN OTHER ROOMS. THERE IS ONE IN 315, I THINK. I'M PRETTY SURE THERE IS ONE --

Ms. Bennett: I COULD FORWARD IT TO EVERYBODY AND YOU COULD LOOK AND SEE -- DO YOU WANT IT TO -- HOW DO YOU WANT TO DISPLAY THAT?

Vice-Chair McKeel: WELL, OFTEN THEY'RE POSTED RIGHT IN THE BOARD ROOM. YOU GO TO ANY CITY COUNCIL MEETING, THERE IS A POSTED CODE OF CONDUCT IN THE ROOM. AND I THINK IT'S HELPFUL, ESPECIALLY -- WE HAVE MORE AND MORE PEOPLE COMING NOW ON PUBLIC COMMENT, IT SEEMS. WE DIDN'T HAVE ANY WHEN WE BEGAN.

Commissioner Smith: PEOPLE THAT COME EVERY WEEK.

Commissioner Shiprack: MOSTLY THEY'RE WELL BEHAVED AND I THINK HAVE -- THERE IS A CERTAIN AMOUNT OF TESTING THAT IS ALREADY TAKING PLACE THAT THEY'VE TESTED THE BOARD AND IT'S A KIND OF -- IT IS A KIND OF A -- LIKE RESPECT ISSUE WHERE WE TREAT THEM WITH RESPECT, AND THEY HAVE STARTED TO KIND OF MODERATE FROM WHAT STARTED OFF AS A LIKE US AND THEM TO THEY KNOW US, THEY RESPECT US, NOW THERE IS A CORE OF PEOPLE WHO COME AND TESTIFY, AND THE NEWBIES WHO COMING, THEY SORT OF -- I DON'T KNOW. I THINK THERE IS SOME CONSISTENCY THERE.

Vice-Chair McKeel: AND I THINK IT IS ALSO HELPFUL FOR THE CHAIR AS WELL. I MEAN, IF YOU REALLY DO GET TO THE POINT WHERE YOU NEED TO GAVEL SOMEONE DOWN, IT'S RIGHT THERE. IT IS JUST LIKE HAVING YOUR VALUES. IT IS THERE ACCORDING TO OUR CODE OF CONDUCT, THIS IS HOW WE TREAT EACH OTHER. SOMETHING LIKE THAT.

Ms. Hein: NANCY HAS OFFERED TO FOLLOW-UP, GET A COPY AND SEND IT TO YOU ALL FOR A COMMENT. IS THAT A REASONABLE NEXT STEP?

Chair Kafoury: AND PEOPLE CAN LOOK AT IT AND SEE IF IT IS WHAT WE ENVISIONED IT TO BE.

Ms. Hein: AND IF IT IS WHAT YOU WANT OR IF IT DOESN'T SUIT YOUR NEEDS, ADAPT IT. ALL RIGHT. THAT IS ALL OF THE ITEMS IN OUR PARKING LOT. AND THOSE ARE THE NEXT STEPS FROM TODAY. THE WRAP-UP, OR THE CLOSING I'M GOING TO TURN IT BACK OVER TO CHAIR KAFOURY TO KIND OF TAKE US OUT. TO WRAP IT UP.

Chair Kafoury: OKAY. AND WE'RE GOING TO -- I WILL -- SIT HERE AND HOPEFULLY HAVE LUNCH TOGETHER. WE CAN CONTINUE OUR CONVERSATION. I WANTED TO SAY THANK YOU, REALLY THANK YOU, AND I'M REALLY LOOKING FORWARD TO OUR NEXT YEAR. I WILL JUST FOCUS ON THE

NEXT YEAR TOGETHER AND I THINK WE CAN DO GREAT THINGS. I DO WANT TO APOLOGIZE IN ADVANCE FOR MISTAKES THAT I KNOW I'M GOING TO MAKE, AND PLEASE THE COMMUNICATION THAT WE'RE TALKING ABOUT IS A TWO-WAY STREET. IF THERE IS THINGS, COMMISSIONER SMITH IS VERY GOOD AT THIS, IF THERE ARE THINGS THAT ARE ON YOUR MIND, JUST CALL ME, COME OVER AND VISIT, LET ME KNOW. THINGS ARE NOT GOING TO GO PERFECTLY. WE ARE GOING TO STUMBLE AND AS YOU'RE TRYING TO MAKE CHANGE, THINGS HAPPEN. I APPRECIATE HAVING A TWO-WAY COMMUNICATION. I THINK THE MORE CONVERSATIONS THAT WE CAN HAVE, I'M HOPING TO SCHEDULE ANOTHER ONE OF THESE MEETINGS TO TALK ABOUT NEXT STEPS AND WHERE WE'RE GOING FROM HERE SO THAT WE CAN HAVE -- WE CAN KNOW WHAT THE FUTURE HOLDS FOR US AND HAVE WAYS THAT WE CAN ALL FIT IN TO THAT PLAN. SO, THANK YOU.

Board: THANK YOU.

Ms. Hein: LUNCH HAS BEEN SERVED. PLEASE HELP YOURSELF.

### **ADJOURNMENT**

The meeting was adjourned at 12:22 p.m.

*This transcript was prepared by LNS Captioning and edited by the Board Clerk's office.  
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Submitted by:  
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Board of County Commissioners  
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